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ABSTRACT

The third in the series of Faculty Activity Analysis manuals, Interpretation and Uses of Data, suggests and illustrates a variety of faculty activity information display formats and analysis techniques. In addition to presenting a brief overview of the contents of the second manual, Procedures Manual (Manning and Romney 1973), this document outlines a series of display formats that may be useful for describing the faculty resources at an institution, illustrates by use of a case study the utilization of the faculty activity analysis instrument and instructions, and shows how the resultant data can be analyzed to address a number of important planning and management issues. Finally, the document describes in a general sense the specifications of a software package that NCHEMS has developed to process part of the faculty activity data. (Author)

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FACULTY ACTIVITY ANALYSIS:
INTERPRETATION AND USES OF DATA

Technical Report No. 54

Leonard C. Romney

Charles W. Manning

1974

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- provide improved information to higher education administration at all levels.
- facilitate exchange of comparable data among institutions.
- facilitate reporting of comparable information at the state and national levels.

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PREFACE

This document has been developed by the NCHEMS staff with the advice of consultants and the Faculty Activity Analysis Task Force. In addition, it has been reviewed and approved by the Current Projects Committee of the NCHEMS Board of Directors.

The manual is being released to the entire NCHEMS mailing list as a guide for analyzing faculty activity data. The document, aimed primarily at a technical audience responsible for processing and analyzing such data, is not intended to be revised or rewritten. The contents of the document should be regarded as illustrative only; they are not to be treated as standards, even though they may be included in other NCHEMS documents in which standards and conventional treatments are presented. In this manual, however, prototypes rather than standards are presented.

The reader is cautioned that the contents of this manual deal only with the results of faculty activity data, which may be useful in many contexts. Nonetheless, institutional policy, practice, or experience may dictate that such data are not useful for the specific purposes that are suggested here, so that other sources of similar data may be more appropriate.

ACKNOWLEDGMENTS

The publication of this document concludes the efforts of the Faculty Activity Analysis Task Force. Throughout the course of the Faculty Activity Analysis project, the members of this task force have been exemplary in advising the staff regarding the progress of this project, and NCHEMS acknowledges their helpful guidance.

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Special mention should be given to Donald Lelong, George Baughman, Gary Andrew, and Burton Wolfman, who helped to write substantial portions of preliminary versions of this document. In addition, many individuals on the NCHEMS staff have participated in developing and reviewing the contents of this manual. The assistance of Maureen Byers, Bob Huff, Dennis Jones, Wayne Kirschling, Robert Gray, Jim Topping, Nancy Renkiewicz, and Bob Wallhaus has been appreciated.

A final but very sincere thanks is reserved for Barbara Baker and Penny Baskin, who cheerfully endured the many rewrites of this manual.

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PART I
INTRODUCTION

Section A: General

This document is the third in a series of manuals that have been produced within the Faculty Activity Analysis (FAA) project under the auspices of the National Center for Higher Education Management Systems (NCHEMS) at the Western Interstate Commission for Higher Education (WICHE) in Boulder, Colorado. The previous two documents are:

- *Faculty Activity Analysis: Overview and Major Issues* (Romney, 1971)
- *Faculty Activity Analysis: Procedures Manual* (Manning and Romney, 1973)

This third document, *Faculty Activity Analysis: Interpretation and Uses of Data*, describes and illustrates some of the myriad possible applications and analyses that can be performed on the data generated by the faculty survey instrument and procedures described in the second document, the *Procedures Manual* (Manning and Romney, 1973). Note that one should not conclude that all of the analyses suggested in these pages are appropriate for all or even most users.

* * * * * *

- PART II: NCHEMS FAA SURVEY INSTRUMENT AND PROCEDURES: A SYNOPSIS

  This part of the manual is included to summarize for the reader the contents of the *Procedures Manual*. Special attention is devoted to describing the survey instrument, defining the information categories, and outlining the associated procedures and instructions.

- PART III: BASIC DATA DISPLAYS

Included in this portion of the document are examples of three kinds of displays for arraying general descriptive information gathered with the faculty activity analysis survey instrument. Included are Master Profiles, Staffing Profiles, and Teaching Profiles.

- PART IV: COMPLEX APPLICATIONS

This segment describes two basic uses of the faculty activity data: costing and budgeting, and research. The former describes in detail a set of procedures for using both the activity and outcome information in support of a discipline costing study. The section on research analyses demonstrates through the case study institution how the data can be analyzed and what can be learned from them.

- APPENDIX I: SOFTWARE

This part of the manual describes software that is being developed by NCHEMS to process some of the faculty activity data to generate some reports that can be used to support a costing study.

* * * * * * *

Section B: General Planning and Management Environment

Faculty activity analysis is but one of a number of tools that can be used by administrators to assist in the planning and management processes of an institution. For example, the administrator also may have access to information provided by facilities inventory and utilization studies, student enrollment forecasting devices, and faculty flow studies, to name a few. All can be useful additions in any library of techniques for assisting administrators in resolving their planning and management concerns.

As used here, "planning and management" refers to the continuous process of examining alternate courses of action in an attempt to find the most appropriate response, given the constraints and circumstances of the situation in question. The general thrust of planning and management is how to best integrate the resources available (current or projected) so as to most effectively attain the desired goals or produce the desired outcomes. Generally, administrators need information about resources that are available and are being utilized, and about benefits received, in order to make decisions regarding the processes that relate the two. Ideally, one would wish to have not only methods for gathering information about resources and resultant benefits, but also calculators or replicative devices for simulating the production process.

Inserted into the planning and management environment are also the concerns of resource and program justification, accountability, and resource acquisition. The current trend in each of these areas is evidenced by the requirement for more detailed "accurate" information as rationale for the request made or action taken.

Faculty activity analyses are one of the more important information acquisition tools available to the administrator for three important reasons:

- The subject of the analyses, faculty, represents a significantly large portion of institutional operating dollars expended each year.
- The ways in which monies are expended each year (for example, supplies and services, equipment, travel, and so forth), as well as the amounts, depend in large measure on how faculty dollars are allocated and expended.
- Decisions about faculty themselves involve humanistic implications directly, whereas the use of other resources such as space, equipment, and time involves secondary humanistic consequences. For example, it would be difficult to optimize arbitrarily the use of space, thus making faculty displacements a secondary by-product.

The contents of this document have been written to reflect each of these reasons.

PART II
NCHEMS FAA SURVEY INSTRUMENT AND PROCEDURES: A SYNOPSIS

The purpose of Part II of this manual is to acquaint the reader with the faculty activity survey instrument, procedures, and definitions developed by NCHEMS for the purpose of conducting faculty activity analyses. Although the summaries contained on the following pages will be useful for understanding the kind of data provided by the NCHEMS survey instrument, the kinds of analyses that can be performed, and illustrations of what can be learned, the reader should refer to the Faculty Activity Analysis: Procedures Manual (Manning and Romney, 1973) for a complete explanation.

The NCHEMS Faculty Activity Analysis (FAA) survey instrument, instructions, definitions, and procedures were developed by members of the FAA Task Force, the NCHEMS staff, selected consultants, and representatives of institutions where the instrument and associated procedures were pilot tested.

Although originally intended to support only costing procedures, the FAA form eventually was seen as having utility for at least four major functions:

1. Costing: Faculty compensation may be distributed to institutional programs or activities based on faculty time distributions.

2. Planning and Management: The impact of alternate assumptions can be studied; for example, the effects of different teaching loads or decreased research funding on faculty activity patterns can be determined.

3. Institutional Research Studies: FAA provides a data base that, linked with other information, can facilitate studies on what faculty do and the impact thereof.

4. Reporting: FAA is a source of information for responding to requests about faculty workloads.

NCHEMS's FAA form assembles information about the amount of time faculty members have devoted to various activities, the perceived outcomes of these activities, and the budgetary account(s) that supports each activity. In order to provide these kinds of information, the form includes the characteristics outlined below:

1. The categories of faculty activities cover the so-called "full professional life" of the faculty member, and as such are intended to be descriptive and inclusive of everything that faculty do professionally, including formal teaching, research, and consulting activities.

2. The time devoted to each of the activity categories is in terms of "average hours per week" during the period specified.

3. The survey instrument includes the capability for faculty to indicate how they think their activities relate to general institutional outcomes or objectives, which are:
    - student growth and development
    - development of new knowledge and art forms
    - community service and development
    - inseparable combinations (of the above)

4. The special fiscal reference block and column permits the user to record financial information for the individual's appointment and link this information to the individual's activities. Moreover, the user can also make distinctions between reimbursable and nonreimbursable activities.

5. The survey instrument and associated instructions permit different uses, multiple levels of detail, and differing emphases. For example, although the form is designed and written for activity analysis, it may also be used to record faculty assignments.

6. By way of a general comment, the reader should note that the survey instrument should be regarded as a prototype, capable of substantial modification to meet unique institutional requirements. Note also, however, that FAA procedures are designed to support the costing aspects of the NCHEMS Information Exchange Procedures project. Thus, institutions participating in NCHEMS-designed information exchanges should not modify the FAA activity categories or definitions or the procedures of the instrument to such an extent that they are no longer compatible with the original FAA package.

Figures 1 and 2 depict the NCHEMS Faculty Activity and Outcome Survey Instrument with Illustrative Data. The following paragraphs briefly describe and define the various components of the form.

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FIGURE 1

NCHEMS Faculty Activity and Outcome Survey Instrument with Illustrative Data: Side 1

NAME ______________________ **I.D. OR SOCIAL SECURITY NO.** ______________________

FOR INSTITUTIONAL USE

ADDITIONAL INFORMATION BLOCK								FISCAL REFERENCE BLOCK						
INSTITUTION	TERM	TENURE	YEARS AT INSTITUTION	YEARS IN RANK	PRINCIPAL DEPARTMENT	ADMINISTRATION RANK	FACULTY RANK	REF. COL.	FTE	ACTIVITY	DEPARTMENT/ UNIT	PCS CODE	ACCOUNT NUMBER	SALARY DOLLARS
								A	.5	Admin.	Bus. Ad.	460506	1041121	3300
								I	.5	Instr.	Bus. Ad.	110506	1541121	3300

INITIAL ESTIMATE OF YOUR OVERALL AVERAGE HOURS PER WEEK: 65

SECTION A: TEACHING ACTIVITIES											PERCENTAGE DISTRIBUTION TO INSTITUTIONAL OUTCOMES				
A. 1 SCHEDULED TEACHING										(j) AVERAGE HOURS PER WEEK	(k) STUDENT GROWTH AND DEVELOPMENT %	(l) DEVELOPMENT OF NEW KNOWLEDGE AND ART FORMS %	(m) COMMUNITY SERVICE AND DEVELOPMENT %	(n) INSEPARABLE COMBINATION OF (k) + (l) + (m) %	(o) FISCAL REFERENCE DO NOT WRITE IN THIS COLUMN
(a) HEGIS Do not write in this column	(b) DEPT. UNIT	(c) COURSE & SECTION #	(d) SECTION		(e) CREDIT HOURS	(f) METHOD OF INSTRUCTION	(g) + (h) + (i) = (j)								
			Enrollment	Code R if Remedial E if Extension			(g) FORMAL CONTACT HOURS	(h) OTHER CONTACT HOURS	(i) PREPARATION & ADMINISTRATION						
	Bus.	458-10	53		3	A	3	2	7.5	12.5	75	15		10	I
	Bus.	458-12	39		3	A	3	2	7.5	12.5	75	15		10	I
	Bus.	459-10	28		3	D	3	2	7.5	12.5	75	15		10	I
	Bus.	548-10	1		3	E		.5	.25	.75	65	30		5	I
					SUBTOTAL					38.25					

Tear Here

	(p) LEVEL	(q) ACTIVITY DESCRIPTION						
A.2 UNSCHEDULED TEACHING	F	Discussion with Colleagues	1	100				I
	D	Work with Marginal Students	1	100				I
A.3 ACADEMIC PROGRAM ADVISING	D	Advise Students	.5	100				I
A.4 COURSE AND CURRICULUM RES. & DEVELOP.	E	Explore New Courses	.5	100				I
	F	Develop Curriculum	.5	100				I
		SUBTOTAL	3.5					

FIGURE 2

NCHEMS Faculty Activity and Outcome Survey Instrument with Illustrative Data: Side 2

ACTIVITY		(g) ACTIVITY DESCRIPTION	(j) AVERAGE HOURS PER WEEK	PERCENTAGE DISTRIBUTION TO INSTITUTIONAL OUTCOMES (k) STUDENT GROWTH AND DEVELOPMENT %	(l) DEVELOPMENT OF NEW KNOWLEDGE AND ART FORMS %	(m) COMMUNITY SERVICE AND DEVELOPMENT %	(n) INSEPARABLE COMBINATIONS OF (k), (l) + (m) %	(o) FISCAL REFERENCE (DO NOT WRITE IN THIS COLUMN)
SECTION B: RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1 SPECIFIC PROJECTS	*Writing Proposals*	.5	30	70			A
		Supervising Research	.5	30	70			A
	B.2 GENERAL SCHOLARSHIP AND PROFESSIONAL DEVELOPMENT	*Attending Professional Meetings*	.5				100	A
		SUBTOTAL	1.5					

		CODE LEVEL							
SECTION C: INTERNAL SERVICE ACTIVITIES	C.1 STUDENT-ORIENTED SERVICE		*Recommendations*	.5	100				I
			Meeting with Parents	.5				100	I
			Personal and Career Counseling	.5	100				I
	C.2 ADMINISTRATIVE DUTIES	1	*Administration Policies*	8.0				100	I
		1	*Assessing Faculty Course Loads*	2.0				100	I
		1	*Registration*	1.0				100	I
	C.3 COMMITTEE PARTICIPATION		*Planning Committee*	1.5				100	I
			Dean's Advisory Committee	3.0				100	I
			SUBTOTAL	17					

Tear Here

SECTION D: PUBLIC SERVICE ACTIVITIES	GENERAL PROFESSIONAL SERVICE ADVICE DIRECTED OUTSIDE THE INSTITUTION	*Consulting*	1.0			100		S
		SUBTOTAL	1.0					

AVERAGE HRS WEEK	61.25

Section A: Activity Categories

1. A.1 Scheduled Teaching

This activity category is designed for recording all faculty effort related to teaching activities. These courses may be degree or nondegree related, credit or noncredit, day or evening, regularly assigned, or overload instruction. Columns (a) through (j) on the form (see Figure 1) are for recording descriptive or explanatory information pertaining to each specific course and are described below:

Column (a)	HEGIS: Used to assign Higher Education General Information Survey (HEGIS) discipline codes to each of the courses (if desired).
Column (b)	Department/Unit: Used to record the institutional name or number that distinguishes the department or unit in which the course is taught.
Column (c)	Course and Section Number: Used to record the course and section number; a separate line is used for each section taught. Course level codes are assumed to be part of the course or section number.
Column (d)	Section: Columns include the headcount enrollment of the section and a code designation: remedial (considered by the institution to be below college level) or extension (principally directed toward nonmatriculated students).
Column (e)	Credit Hours: Used to record credit hours received for successfully completing the course. The task is relatively easy except where variable credit and/or jointly taught courses are concerned (see the Procedures Manual, p. 18, for a discussion).
Column (f)	Method of Instruction: Used to enter a code designating the method of instruction. The suggested list of codes and definitions for instruction methods is:

METHOD OF INSTRUCTION

Code	Method	Definition
A	Lecture	Formal presentation--primarily one-way communication
B	Laboratory	Instructing, preparing, and supervising student investigations
C	Recitation/ Discussion	Two-way communication of course materials
D	Seminar	Students carry the major responsiblity for preparation
E	Independent Study	Students work independently with only minimal faculty direction
F	Tutorial	Students work one-to-one with instructor
G	Programmed Instruction	Course contents presented through programmed materials

Column (g) Formal Contact Hours: Used to enter the number of formally scheduled faculty contact hours per week for each course.

Column (h) Other Contact Hours: Used to enter the average hours per week of unscheduled faculty contact with students in each course including time spent with students before and after class and in the office helping students with course-related material.

Column (i) Preparation and Administration Time: Used to enter the average hours per week spent in grading papers, preparing lectures, evaluating students, arranging for guest lectures, and setting up and preparing audio/visual materials for current courses.

2. A.2 Unscheduled Teaching

This category includes those teaching activities that are not associated with specific courses; these include guest lecturing for another faculty member, thesis advising, discussions with colleagues about teaching, thesis committee preparation, and presenting colloquia within the institution. When possible, level(s) of students should be entered in column (p) and brief activity descriptions entered in column (q). Codes for the various student levels are provided in the instructions that accompany the form.

3. A.3 Academic Program Advising

This category includes helping or advising students with what courses to take, course requirements for a particular program, scheduling the necessary courses, and/or program standards.

4. A.4 Course and Curriculum Research and Development

This category is used to record the time spent in planning future courses and designing future curriculum requirements, including planning future courses, revising old and designing new instructional material, selecting texts, evaluating courses in order to improve them, planning summer and intersession programs, and developing new curriculum requirements.

5. B.1 Specific Projects

Research, scholarship, and creative work activities that are related to a specific project are recorded in this section. This category is intended for all faculty activities that involve the practice of a research-, scholarship-, or creative work-related skill. Activities that do not involve practicing that skill but that are nonetheless related to professional development are included in category B.2, General Scholarship and Professional Development. Included in B.1 are such activities as departmental research (specific projects), sponsored research (specific projects), securing new grants, performing the professional skill, writing or developing research programs, administering research grants, giving recitals, completing dissertation research, writing or revising books, writing articles, writing reviews, creating new art forms, exhibiting work, practicing an artistic skill, reviewing a colleague's research work.

6. B.2 General Scholarship and Professional Development

This category is for reporting the time spent in keeping current in a professional field, including reading articles and books related to the profession, attending professional meetings, research-related discussion with colleagues, editing a journal or book, and holding an office in a professional society.

7. C.1 Student-Oriented Service

This category is for reporting time spent in general with or in service to students, including personal, career, and financial counseling of students; preparing student recommendations; participating in social interaction with students; sponsoring student organizations; meeting parents of students; participating in student programs; coaching intercollegiate or intramural athletics; and directing the band, orchestra, plays, debate team, or other such student groups when they are not formally organized courses.

8. C.2 Administrative Duties

Includes all administrative duties other than those directly related to courses or research, such as performing the duties of dean, department chairman, vice-president, or any other administrative position; administering department subunits; administering or working in non-academic units such as the library, registrar's office, business office, and so forth; advising on design of campus buildings; interviewing faculty candidates; keeping records, preparing minutes; writing and answering memoranda; advising on library purchases; escorting prospective students, parents, or special guests; and recruiting students.

9. C.3 Committee Participation

All committee activities related to academic affairs and institutional governance that have not been included elsewhere are recorded in this section, including general department staff meetings, faculty senate, academic standard committees, and collective bargaining committees.

The level codes for activity categories C.2 and C.3 are meant to distinguish between activities that deal with a department or subunit of the institution and those that deal with the entire institution. The level codes are included on the data collection form for the institution's benefit and should be changed or eliminated if they are inappropriate.

10. D. Public Service

This category is for those activities that are directed principally outside the institution including consulting, giving professional advice, directing or participating in community training grants, urban extension, giving lectures or seminars for the general public, patient care, and agricultural extension.

Section B: Outcome Categories

Columns (k) through (n) of the form may be used to obtain some indication about the faculty member's perception of the outcomes that result from faculty activities. The user must be aware, however, that the outcomes are those perceived by faculty and are not an absolute, quantitative allocation of faculty time to institutional outcomes. The outcomes dimension is completed by indicating the percentage distribution of each activity across the outcome categories as shown in Figures 1 and 2. The outcome categories are defined as follows:

Column (k)	Student Growth and Development: Results and benefits of activities that contribute to enhancing personal, social, academic, and/or career aspects of students who are registered in the institution.
Column (l)	Development of New Knowledge and Art Forms: Results and benefits of activities that contribute to the development, storage, utilization, and/or appreciation of knowledge and art in society.
Column (m)	Community Service and Development: Results and benefits of activities that contribute to educational growth in and provide short- or long-range utility to the nonacademic community.

Column (n) Inseparable Combination of (k), (l), and (m): Results and benefits of activities that contribute to student growth and development, development of new knowledge and art forms, and community service and development, and cannot be reasonably separated. (Please separate if at all possible.)

Section C: Fiscal Reference Block and Column

The fiscal reference block and column are included on the FAA data collection form to distinguish funded and unfunded activities, to link the funded activities to the appropriate budgetary accounts, and to determine the range and magnitude of activities that are funded from each budgetary account. The fiscal reference block contains the following seven items of information:

Reference Column: Used to assign a code for each budgetary account that contributes to a faculty member's compensation. This code is used to link each of the budgetary accounts with the faculty member's activities.

Full-Time Equivalency: Used to assign an FTE value for each budgetary account during the period covered by the survey.

Activity: Contains the institution's label or name of the account category such as instruction, research, administration, and so forth.

Department/Unit: Used for the designation of the department or unit in which the faculty member carries out the work.

Program Classification Structure Code: Records the Program Classification Structure (PCS) code for each of the budgetary accounts used to compensate faculty. (See the Program Classification Structure, Gulko, 1970.) This information may be used to facilitate the assignment of PCS codes to each activity listed by faculty.

Account Number: Contains the number of each budgetary account that is used to support the faculty member.

Salary Dollars: Records the salary compensation received by the faculty member from each of the budgetary accounts.

The Fiscal Reference column (o) is the link between the activities as reported by faculty and the budgetary information as listed in the fiscal reference block. Entries in the column are the budgetary account codes that appear in the reference column of the fiscal reference block. Each activity listed by a faculty member is coded to indicate the budgetary account supporting that particular activity. If an activity is considered to be uncompensated, it should be coded with an N or S, defined as follows:

Code	Activity
N	Not supportive of the mission of the institution and therefore NOT compensated
S	Supportive of the mission of the institution but not compensated

Section D: Additional Information

An additional block may be appended to the form for recording information that might be useful in characterizing a faculty member's activities or that might be useful to a department or unit chairman. The following lists and defines the categories of additional information suggested:

Institution: designation of the institution surveyed

Term: designation of the term covered by the survey

Tenure: designation as to tenure status of the faculty member

Years at the institution: designation as to the number of years the faculty member has been at the institution

Years in rank: designation as to the number of years since the faculty member was last promoted

Principal department: designation of the faculty member's principal department

Administrative rank: designation indicating if the faculty member also holds administrative rank as department chairman or dean

Faculty rank: the rank designation of the faculty member

Length of appointment: the number of months specified in the faculty member's appointment

A final but nonetheless important note should be made about this synopsis of the NCHEMS FAA survey form and associated procedures. It would be unwise to attempt to implement the procedures based on the summary just given. If the reader wishes to adopt the FAA technique, reference should be made to the Procedures Manual.

PART III
BASIC DATA DISPLAYS

In this section, the NCHEMS Faculty Activity and Outcome Survey instrument and procedures relate the faculty resources of an institution to activities performed and contributions to several kinds of institutional outcomes. Therefore, the primary purpose of the basic data display formats, explained and illustrated in this section, is to display relationships among these three dimensions: faculty resources, faculty activities, and types of outcomes. In addition to the basic display formats, many useful profiles can be created, which deal with only one of the three variables. For example, in the area of instruction a profile or display format that treats student credit hours by course level as a function of type of instruction is most informative. This particular kind of profile would deal only with measures of faculty activity. Note that it should not be necessary to conduct a faculty activity survey to obtain that information (even though the survey form might be the most convenient method for collecting it). The unique contribution of the NCHEMS Faculty Activity and Outcome Survey is that it associates the faculty resources with activities and outcomes; most of the profiles described subsequently focus on those critical relationships because usually they cannot be derived from other sources. Note that the basic data display formats and profiles described in this part of the manual provide rudimentary management information. In addition, the display formats provide numbers and ideas that are intended to support more complex analyses of faculty activities.

Before describing the data display forms, it may be helpful to classify each major variable found in or capable of derivation from the FAA survey form as either a measure of faculty resources, activities, or outcomes. This classification is given in Figure 3 and illustrates the fact that any of these variables can be linked with any of the other variables.

In addition to these classifications of the three kinds of measures yielded by the survey form, there are faculty resource and faculty activity measures that can be interrelated with each other but which cannot be related to the outcome measures entered on the form. These activity and resource measures are displayed in Figure 4.

The basic profiles and display formats shown in this section are created from the variables shown in Figures 3 and 4. Three kinds of basic data display formats are described in the following pages:

- Master Profiles
- Staffing Profiles
- Teaching Profiles

FIGURE 3

Classifications of Variables as Measures

Faculty Resource Measures	Faculty Activity Measures	Institutional Outcome Measures
Rank, Including Nonteaching Academic	A. Teaching Activities 1. Scheduled Teaching by sponsoring unit by course number by section number by method of instruction 2. Unscheduled Teaching by student level 3. Academic Advising Program by student level 4. Course & Curriculum Research & Development by student level B. Research and Creative Work Scholarship 1. Institutes and Research Centers by name 2. Specific Projects by name by number 3. General and Creative Work Scholarship C. Public Service 1. Community Service 2. Cooperative Extension Service D. Administrative 1. Departmental, College or Equivalent Unit 2. Institutional E. Committee Activities 1. Departmental, College or Equivalent Unit 2. Institutional F. Internal Service 1. Student-Oriented 2. Professional 3. Institutional Support	1. Student Growth and Development by Student Level 2. Development of New Knowledge and Art Forms 3. Community Service and Development 4. Inseparable Combinations of the Above

FIGURE 4

Classification of Variables That Cannot Be Related to Outcome Measures in the FAA Form

Faculty Resource Measures	Faculty Activity Measures
Headcount Average Hours Per Week Full-Time Equivalent (if available on form) Percent of Total Hours Per Week Fraction of Full-Time Equivalent (if available on form)	A. Teaching 1. Scheduled Teaching a. Number of Courses b. Number of Sections c. Section Enrollment d. Number of Formal Contact Hours e. Number of Other Contact Hours f. Number of Student Credit Hours (derived) g. Number of Student Contact Hours (derived) B. Research, Scholarship & Creative Works 1. Specific Projects a. Number of Projects

Section A: Master Profiles

One master display format, constructed in four variations, constitutes the overall form for summarizing and displaying for an entire institution the relationships among faculty resources utilized, activities undertaken, and contributions to institutional outcomes. The first variation identifies the average weekly hours of all academic staff devoted to various activities. It also spreads hours according to their outcome contributions. This master profile is displayed in Table 1, Master Profile 1 (MP-1). Table 2, Master Profile 2 (MP-2), displays the same information as MP-1, but in terms of percentages rather than hours. As illustrated, the percentages add to 100 in the lower right-hand corner of MP-2, just as the hours in the lower right-hand corner of MP-1 add to average hours per person per week. It is important to note at this point that the data displayed in this section have not been compiled from an actual institution.

Master Profile 3 (MP-3), illustrated in Table 3, again displays the same information as MP-1, but this time in terms of a percentage distribution of total hours in one activity across institutional outcomes. Master Profile 4 (MP-4), illustrated in Table 4, converts the hourly data in MP-1 to vertical percentage distributions, rather than the horizontal distributions of MP-3. Therefore, MP-4 focuses on the relative contributions of faculty hours expended in various activities to a single classification of institutional outcomes.

These four versions of the master matrix summarize patterns of total academic staff activity according to activity type and intended institutional outcome.

However, three additional points should be made with respect to these general matrixes. If appointment fractions or full-time equivalent staff data are included on the survey form, then the hourly data on each form can be converted to data representing fractional full-time equivalents. These FTE statistics can be aggregated, in the manner of MP-3, to show a basic pattern of relationships on a full-time equivalent basis rather than on an hourly basis. The percentage distributions in MP-2, MP-3, and MP-4 would then show FTE patterns, which are particularly useful in some types of analysis.

The second important point is that these master profiles could be produced not only for the entire faculty but also for each faculty rank or each department, school, or other organizational subunit, if the relationships shown are intended to lend themselves to comparative analysis.

The third point is perhaps the most important. The reader should be aware of the fact that these master profiles can be created in at least two different ways: treating all hours equally or treating all faculty members equally. This set of profiles has been created on the basis of all hours equal, which means that those who work more have greater impact on the distributions than those who work less. All hours are treated equally by adding up all the hours for each cell prior to converting them to percentage distributions. A second way to create the forms, as mentioned above, is to treat each report equally by converting each faculty member's reported hours to percentages prior to creating the form. This approach implies that each faculty member will have an impact on the distribution equivalent to every other faculty member. The amount he or she worked does not matter. It is on this latter basis that the profiles shown in the case study (pp. 93 to 116) have been created to illustrate both approaches. The user should be aware of these alternatives and the implications of each.

TABLE 1

MASTER PROFILE 1 (MP-1)

Average Hours Per Person
Per Week Expended by All Academic Staff
on Professional Activities and Institutional Outcomes

			OUTCOME CATEGORY				
		TYPE OF ACTIVITY	Student Growth & Development (k)	Development of New Knowledge and Art Forms (l)	Community Service and Development (m)	Inseparable Combination of (k), (l), & (m) (n)	Total Hours Per Average Week
TEACHING ACTIVITIES	A.1	Scheduled Teaching	24.6	5.0	--	3.2	32.8
	A.2	Unscheduled Teaching	2.7	--	--	--	2.7
	A.3	Academic Program Advising	1.4	0.2	0.1	--	1.7
	A.4	Course & Curriculum Research & Development	1.6	--	0.5	--	2.1
		Teaching Subtotal	30.3	5.2	0.6	3.2	39.3
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	0.8	3.2	--	0.6	4.6
	B.2	General Scholarship and Professional Development	3.1	1.6	0.3	1.0	6.0
		Research Subtotal	3.9	4.8	0.3	1.6	10.6
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	2.0	0.5	--	--	2.5
	C.2	Administrative Duties	2.0	1.3	0.3	0.7	4.3
	C.3	Committee Participation	0.9	0.3	0.2	0.2	1.6
		Internal Service Subtotal	4.9	2.1	0.5	0.9	8.4
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	--	--	1.2	--	1.2
		External Service Subtotal	--	--	1.2	--	1.2
Grand Totals			39.1	12.1	2.6	5.7	59.5

TABLE 2

MASTER PROFILE 2 (MP-2)

Percentage Distribution of Average
Hours Per Person Per Week of All Academic Staff
on Professional Activities and Institutional Outcomes

TYPE OF ACTIVITY			OUTCOME CATEGORY				Total Percentage
			Student Growth & Development (k)	Development of New Knowledge and Art Forms (l)	Community Service and Development (m)	Inseparable Combination of (k), (l), & (m) (n)	
TEACHING ACTIVITIES	A.1	Scheduled Teaching	41.3%	8.4%	--	5.4%	55.1%
	A.2	Unscheduled Teaching	4.5%	--	--	--	4.5%
	A.3	Academic Program Advising	2.4%	0.3%	0.1%	--	2.9%
	A.4	Course & Curriculum Research & Development	2.7%	--	0.8%	--	3.5%
		Teaching Subtotal	50.9%	8.7%	1.0%	5.4%	66.1%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	1.3%	5.4%	--	1.0%	7.7%
	B.2	General Scholarship and Professional Development	5.2%	2.7%	0.5%	1.7%	10.1%
		Research Subtotal	6.6%	8.1%	0.5%	2.7%	17.8%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	3.4%	0.8%	--	--	4.2%
	C.2	Administrative Duties	3.4%	2.2%	0.5%	1.2%	7.2%
	C.3	Committee Participation	1.5%	0.5%	0.3%	0.3%	2.7%
		Internal Service Subtotal	8.2%	3.5%	0.8%	1.5%	14.1%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	--	--	2.0%	--	2.0%
		External Service Subtotal	--	--	2.0%	--	2.0%
Grand Totals			65.7%	20.3%	4.3%	9.6%	100.0%

TABLE 3

MASTER PROFILE 3 (MP-3)

Percentage Distribution of Average Hours Per Person Per Week of All Academic Staff Expended on Each Activity, Across Institutional Outcomes

TYPE OF ACTIVITY			OUTCOME CATEGORY				Total Percentage Distribution Per Average Week
			Student Growth & Development (k)	Development of New Knowledge and Art Forms (l)	Community Service and Development (m)	Inseparable Combination of (k), (l), & (m) (n)	
TEACHING ACTIVITIES	A.1	Scheduled Teaching	75.0%	15.2%	--	9.8%	100.0%
	A.2	Unscheduled Teaching	100.0%	--	--	--	100.0%
	A.3	Academic Program Advising	82.4%	11.8%	5.9%	--	100.0%
	A.4	Course & Curriculum Research & Development	76.2%	--	23.8%	--	100.0%
		Teaching Subtotal	77.1%	13.2%	1.5%	8.1%	100.0%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	17.4%	69.6%	--	13.0%	100.0%
	B.2	General Scholarship and Professional Development	51.7%	26.7%	5.0%	16.7%	100.0%
		Research Subtotal	36.8%	45.3%	2.8%	15.1%	100.0%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	80.0%	20.0%	--	--	100.0%
	C.2	Administrative Duties	46.5%	30.2%	7.0%	16.3%	100.0%
	C.3	Committee Participation	56.3%	18.8%	12.5%	12.5%	100.0%
		Internal Service Subtotal	58.3%	25.0%	6.0%	10.7%	100.0%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	--	--	100.0%	--	100.0%
		External Service Subtotal	--	--	100.0%	--	100.0%
		Grand Totals	65.7%	20.3%	4.4%	9.6%	100.0%

TABLE 4

MASTER PROFILE 4 (MP-4)

Percentage Distribution of Average Hours Per Person Per Week of All Academic Staff Expended Toward Each Institutional Outcome, Across Activities

		TYPE OF ACTIVITY	OUTCOME CATEGORY				Total Percentage
			Student Growth & Development (k)	Development of New Knowledge and Art Forms (1)	Community Service and Development (m)	Inseparable Combination of (k), (1), & (m) (n)	
TEACHING ACTIVITIES	A.1	Scheduled Teaching	62.9%	41.3%	--	56.1%	55.1%
	A.2	Unscheduled Teaching	6.9%	--	--	--	4.5%
	A.3	Academic Program Advising	3.6%	1.7%	3.8%	--	2.9%
	A.4	Course & Curriculum Research & Development	4.1%	--	19.2%	--	3.5%
		Teaching Subtotal	77.5%	43.0%	23.1%	56.1%	66.1%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	2.0%	26.4%	--	10.5%	7.7%
	B.2	General Scholarship and Professional Development	7.9%	13.2%	11.5%	17.5%	10.1%
		Research Subtotal	10.0%	39.7%	11.5%	28.0%	17.8%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	5.1%	4.1%	--	--	4.2%
	C.2	Administrative Duties	5.1%	10.7%	11.5%	12.3%	7.2%
	C.3	Committee Participation	2.3%	2.5%	7.7%	3.5%	2.7%
		Internal Service Subtotal	12.5%	17.4%	19.2%	15.8%	14.1%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	--	--	46.2%	--	2.0%
		External Service Subtotal	--	--	46.2%	--	2.0%
		Grand Totals	100.0%	100.0%	100.0%	100.0%	100.0%

Section B: Staffing Profiles

The principal purposes of staffing profiles are to reveal staffing patterns employed in carrying out various activities, in which case the focus is on measures of faculty activity, and to display patterns of faculty contribution toward outcomes, in which case the focus is on measures of institutional outcomes. Staffing pattern profiles typically deal with aggregates of faculty classified by rank, full-time/part-time status, department, academic term, and so forth. Note also that these staffing profiles can be created on the basis of treating hours or persons equally, as was the case with the master profiles.

Perhaps the most elementary question asked about staffing patterns is how any given activity--for example, scheduled teaching--is staffed. The first three staffing profile report formats pertain to this question. It is extremely important to note, however, that these staffing profiles reflect faculty estimations of staffing patterns in terms of their perceptions of time distributions to specific activity categories. These staffing distributions based on activities almost always will differ to some degree from institutional/administrative expectations, but they do represent faculty estimates of what has occurred with regard to staffing patterns during the time period being examined.

Staffing Profile 1 (SP-1), illustrated in Table 5, identifies the average number of hours per person per week expended on each activity by faculty rank or other staff classification. Staffing Profile 2 (SP-2), Table 6, displays the relative concentrations of staff effort by both activity category and rank. The creation of SP-2 relies on elementary information concerning total numbers of faculty in each rank and total hours devoted to each activity category by all of the faculty of that particular rank. Staffing Profile 3 (SP-3), Table 7, converts the hourly data of SP-2 into a percentage distribution of time expended on a single activity, across the ranks which engage in the activity. It reveals, for example, that 9.2% of total staff time spent on specific research and creative work projects is expended by full professors. Staffing Profile 4 (SP-4), Table 8, is also a conversion of SP-2 data into percentage distributions, but this time total hours expended in each rank are distributed across all listed activities. Because this profile represents a comparison of activity patterns among ranks, it approaches a faculty workload profile. Again, this set of staffing profiles illustrates the approach described earlier of treating each hour equally. The staffing profiles illustrated in the case study (pp. 118 and 119) illustrate the other approach.

TABLE 5

STAFFING PROFILE 1 (SP-1)

Average Hours Per Person Per Week Expended on Professional Activities by Academic Position Classification

	Type of Activity		Academic Position Classification							
			Professor	Associate Professor	Assistant Professor	Lecturer	Instructor	Graduate Assistant	Nonteaching Staff	All Staff
TEACHING ACTIVITIES	A.1	Scheduled Teaching	31.0	36.0	37.0	37.5	34.5	12.4	0.1	32.8
	A.2	Unscheduled Teaching	2.4	3.2	2.4	2.5	3.5	3.4	--	2.7
	A.3	Academic Program Advising	2.4	2.0	1.8	1.1	2.1	1.1	0.4	1.7
	A.4	Course & Curriculum Research & Development	2.8	2.6	3.0	1.3	1.2	0.3	0.4	2.1
		Teaching Subtotal	38.6	43.8	44.2	42.4	41.3	17.2	0.9	39.3
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	4.2	4.5	7.0	1.6	1.1	0.6	33.5	4.6
	B.2	General Scholarship and Professional Development	7.4	6.6	6.5	7.2	6.4	0.7	4.2	6.0
		Research Subtotal	11.6	11.1	13.5	8.8	7.5	1.3	37.7	10.6
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	3.1	3.0	2.1	3.1	3.3	1.3	0.5	2.5
	C.2	Administrative Duties	9.5	6.3	3.9	3.5	2.8	0.2	6.4	4.3
	C.3	Committee Participation	2.4	1.6	1.2	2.4	2.1	0.1	2.1	1.6
		Internal Service Subtotal	15.0	10.9	7.2	9.0	8.2	1.6	9.0	8.4
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	2.1	2.3	1.3	0.5	0.4	0.1	1.1	1.2
		External Service Subtotal	2.1	2.3	1.3	0.5	0.4	0.1	1.1	1.2
		Grand Totals	67.3	68.1	66.2	60.7	57.4	20.2	48.7	59.5

TABLE 6

STAFFING PROFILE 2 (SP-2)

Total Hours and Percentage Distribution of
Average Hours Per Person Per Week Across
Activities and Academic Position Classifications

Type of Activity				Academic Position Classification							
				Professors (N=27)	Associate Professors (N=43)	Assistant Professors (N=97)	Lecturers (N=53)	Instructors (N=15)	Graduate Assistants (N=31)	Nonteaching Staff Positions (N=4)	All Academic Staff (N=270)
TEACHING ACTIVITIES	A.1	Scheduled Teaching	Total Hours	837.0	1548.0	3589.0	1987.5	517.5	384.4	0.4	8863.8
			Percent	5.2%	9.6%	22.3%	12.4%	3.2%	2.4%	0.0%	55.2%
	A.2	Unscheduled Teaching	Total Hours	64.8	137.6	232.8	132.5	52.5	105.4	-	725.6
			Percent	0.4%	0.9%	1.4%	0.8%	0.3%	0.7%	0.0%	4.5%
	A.3	Academic Program Advising	Total Hours	64.8	86.0	174.6	58.3	31.5	34.1	1.6	450.9
			Percent	0.4%	0.5%	1.1%	0.4%	0.2%	0.2%	0.0%	2.8%
	A.4	Course & Curriculum Research & Development	Total Hours	75.6	111.8	291.0	68.9	18.0	9.3	1.6	576.2
			Percent	0.5%	0.7%	1.8%	0.4%	0.1%	0.1%	0.0%	3.6%
		Teaching Subtotal	Total Hours	1042.2	1883.4	4287.4	2247.2	619.5	533.2	3.6	10,616.5
			Percent	6.5%	11.7%	26.6%	14.0%	3.8%	3.4%	0.0%	66.1%
RESEARCH, SCHOLARSHIP, & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	Total Hours	113.4	193.5	679.0	84.8	16.5	18.6	134.0	1239.8
			Percent	0.7%	1.2%	4.2%	0.5%	0.1%	0.1%	0.8%	7.7%
	B.2	General Scholarship & Prof. Development	Total Hours	199.8	283.8	630.5	381.6	96.0	21.7	16.8	1630.2
			Percent	1.2%	1.8%	3.9%	2.4%	0.6%	0.1%	0.1%	10.1%
		Research Subtotal	Total Hours	313.2	477.3	1309.5	466.4	112.5	40.3	150.8	2870.0
			Percent	1.9%	3.0%	8.1%	2.9%	0.7%	0.2%	0.9%	17.9%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	Total Hours	83.7	129.0	203.7	164.3	49.5	40.3	2.0	672.5
			Percent	0.5%	0.8%	1.3%	1.0%	0.3%	0.2%	0.0%	4.2%
	C.2	Administrative Duties	Total Hours	256.5	270.9	378.3	185.5	42.0	6.2	25.6	1165.0
			Percent	1.6%	1.7%	2.4%	1.2%	0.3%	0.0%	0.2%	7.3%
	C.3	Committee Participation	Total Hours	64.8	68.8	116.4	127.2	31.5	3.1	8.4	420.2
			Percent	0.4%	0.4%	0.7%	0.8%	0.2%	0.0%	0.1%	2.6%
		Internal Service Subtotal	Total Hours	405.0	468.7	698.4	477.0	123.0	49.6	36.0	2257.7
			Percent	2.5%	2.9%	4.4%	3.0%	0.8%	0.3%	0.2%	14.1%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	Total Hours	56.7	98.9	126.1	26.5	6.0	3.1	4.4	321.7
			Percent	0.4%	0.6%	0.8%	0.2%	0.0%	0.0%	0.0%	2.0%
		Grand Totals	Total Hours	1817.1	2928.3	6421.4	3217.1	861.0	626.2	194.8	16,065.9
			Percent	11.3%	18.2%	39.9%	20.1%	5.4%	3.9%	1.2%	100.0%

TABLE 7

STAFFING PROFILE 3 (SP-3)

Percentage Distribution of Average Hours Per Person Per Week for All Academic Staff, Across Academic Position Classifications

		Type of Activity	Academic Position Classification							
			Professor	Associate Professor	Assistant Professor	Lecturer	Instructor	Graduate Assistant	Nonteaching Staff	All Staff
TEACHING ACTIVITIES	A.1	Scheduled Teaching	9.5%	17.5%	40.5%	22.4%	5.8%	4.3%	0.0%	100%
	A.2	Unscheduled Teaching	8.9%	19.0%	32.1%	18.3%	7.2%	14.5%	0.0%	100%
	A.3	Academic Program Advising	14.3%	19.1%	38.7%	12.9%	7.0%	7.6%	0.4%	100%
	A.4	Course & Curriculum Research & Development	13.1%	19.4%	50.5%	12.0%	3.1%	1.6%	0.3%	100%
		Teaching Subtotal	9.8%	17.8%	40.4%	21.2%	5.8%	5.0%	0.0%	100%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	9.2%	15.6%	54.8%	6.8%	1.3%	1.5%	10.8%	100%
	B.2	General Scholarship and Professional Development	12.3%	17.4%	38.7%	23.4%	5.9%	1.3%	1.0%	100%
		Research Subtotal	10.9%	16.6%	45.6%	16.3%	3.9%	1.4%	5.3%	100%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	12.4%	19.2%	30.3%	24.4%	7.4%	6.0%	0.3%	100%
	C.2	Administrative Duties	22.0%	23.3%	32.5%	15.9%	3.6%	0.5%	2.2%	100%
	C.3	Committee Participation	15.4%	16.4%	27.7%	30.3%	7.5%	0.7%	2.0%	100%
		Internal Service Subtotal	17.9%	20.9%	30.9%	21.1%	5.4%	2.2%	1.6%	100%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	17.7%	30.7%	39.2%	8.2%	1.9%	0.9%	1.4%	100%
		External Service Subtotal	17.7%	30.7%	39.2%	8.2%	1.9%	0.9%	1.4%	100%
		Grand Totals	11.3%	18.2%	39.9%	20.1%	5.4%	3.9%	1.2%	100%

TABLE 8

STAFFING PROFILE 4 (SP-4)

Percentage Distribution of Average Hours Per Person Per Week for All Academic Staff, Across Activity Categories

		Type of Activity	Academic Position Classification							
			Professor	Associate Professor	Assistant Professor	Lecturer	Instructor	Graduate Assistant	Nonteaching Staff	All Staff
TEACHING ACTIVITIES	A.1	Scheduled Teaching	46.1%	52.9%	55.9%	61.8%	60.1%	61.4%	0.2%	55.2%
	A.2	Unscheduled Teaching	3.6%	4.7%	3.6%	4.1%	6.1%	16.8%	--	4.5%
	A.3	Academic Program Advising	3.6%	2.9%	2.7%	1.8%	3.6%	5.4%	0.8%	2.8%
	A.4	Course & Curriculum Research & Development	4.7%	3.8%	4.5%	2.1%	2.1%	1.5%	0.8%	3.6%
		Teaching Subtotal	57.4%	64.3%	66.8%	69.9%	72.0%	85.1%	1.8%	66.1%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	6.2%	6.6%	10.6%	2.6%	1.9%	3.0%	68.8%	7.7%
	B.2	General Scholarship and Professional Development	11.0%	9.7%	9.8%	11.9%	11.1%	3.5%	8.6%	10.1%
		Research Subtotal	17.2%	16.3%	20.4%	14.5%	13.1%	6.4%	77.4%	17.9%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	4.6%	4.4%	3.2%	5.1%	5.7%	6.4%	1.0%	4.2%
	C.2	Administrative Duties	14.1%	9.3%	5.9%	5.8%	4.9%	1.0%	13.1%	7.3%
	C.3	Committee Participation	3.6%	2.3%	1.8%	4.0%	3.7%	0.5%	4.3%	2.6%
		Internal Service Subtotal	22.3%	16.0%	10.9%	14.8%	14.3%	7.9%	18.5%	14.1%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	3.1%	3.3%	2.0%	0.8%	0.7%	0.5%	2.3%	2.0%
		External Service Subtotal	3.1%	3.3%	2.0%	0.8%	0.7%	0.5%	2.3%	2.0%
		Grand Totals	100%	100%	100%	100%	100%	100%	100%	100%

A second series of staffing profiles pertains to questions about the way in which different groups of faculty contribute to various educational outcomes. The FAA survey instrument is designed to yield some data on the differential effort of faculty subgroups with regard to institutional outcomes. Staffing Profile 5 (SP-5), Table 9, identifies numbers of hours directed toward institutional outcomes by type of outcome and type of staff. Such data for a research-oriented department of natural sciences and a department of social work probably would show quite different patterns of faculty contribution. Even two departments in the same discipline might show very different patterns among academic ranks. Staffing Profile 6 (SP-6), Table 10, and Staffing Profile 7 (SP-7), Table 11, would be most revealing, because they respectively display percentage distribution within outcomes across ranks and within rank across outcomes.

One of the more elusive notions in faculty activity analysis stems from the contention that, although two faculty members engage in similar activities or even the identical activity, each may contribute quite differently to ultimate institutional results through that activity. That notion might be at least partially analyzed through a comparison of data in Staffing Profile 1 and Staffing Profile 5. Whereas SP-1 shows the number of hours expended by faculty of a given rank on a specific activity, SP-5 illustrates the number of hours expended by faculty of a given rank toward a given institutional outcome. For the ranks of professor, lecturer, instructor, graduate assistant, and nonteaching staff in the illustrative data, the hours expended toward student growth and development are greater than the hours expended in teaching activities per se, but relationships may vary considerably from rank to rank. Put another way, hours expended toward research outcomes by associate professors (SP-5) exceed hours expended on research and creative work activities (SP-1) by more than is true in the use of other regular faculty ranks (that is, it could be argued that associate professors appear to be more "research oriented" in a number of their activities than do their colleagues of different ranks).

As in the case of master profiles, Staffing Profile 1 (SP-1) and Staffing Profile 5 (SP-5) can be produced for full-time equivalent data, as well as for hours, and many be produced for disciplines, academic departments, or other organizational subunits deemed appropriate for analysis.

TABLE 9

STAFFING PROFILE 5 (SP-5)

Distribution of Average
Hours Per Person Per Week Expended Toward
Each Institutional Outcome by Academic Position Classification

Type Outcome	Academic Position Classification							
	Professor	Associate Professor	Assistant Professor	Lecturer	Instructor	Graduate Assistant	Nonteaching Staff	Average Hours for All Staff
Student Growth & Development	41.1	38.3	39.1	50.7	50.5	17.5	6.6	39.1
New Knowledge & Art Forms	12.5	15.9	17.3	5.6	3.5	2.0	38.3	12.1
Community Service and Development	3.6	1.8	4.6	1.2	0.2		2.3	2.6
Combinations of Outcomes	10.1	12.1	5.2	3.1	3.3	0.6	1.6	5.7
All Outcomes	67.3	68.1	66.2	60.7	57.4	20.2	48.7	59.5

TABLE 10

STAFFING PROFILE 6 (SP-6)

Percentage Distribution of Average
Hours Per Person Per Week Expended Toward
Institutional Outcomes, Across Academic Position Classifications

Type Outcome		Academic Position Classification							
		Professor	Associate Professor	Assistant Professor	Lecturer	Instructor	Graduate Assistant	Nonteaching Staff	All Staff
Student Growth and Development	Total Hours Percent	1110.2 10.5%	1645.7 15.6%	3788.6 35.9%	2689.5 25.5%	756.8 7.2%	541.0 5.1%	26.3 0.2%	10558.1 100.0%
New Knowledge and Art Forms	Total Hours Percent	338.0 10.4%	682.3 20.9%	1676.0 51.4%	299.2 9.2%	52.5 1.6%	61.4 1.9%	153.1 4.7%	3262.5 100.0%
Community Service and Development	Total Hours Percent	96.3 13.7%	79.1 11.2%	449.5 63.7%	64.3 9.1%	2.6 0.4%	4.4 0.6%	9.2 1.3%	705.4 100.0%
Combinations of Outcomes	Total Hours Percent	272.6 77.7%	521.2 33.8%	507.3 33.0%	164.1 10.6%	49.1 3.2%	19.4 1.3%	6.2 0.4%	1539.9 100.0%
All Outcomes	Total Hours Percent	1817.1 11.3%	2928.3 18.2%	6421.4 39.9%	3217.1 20.1%	861.0 5.4%	626.2 3.9%	194.8 1.2%	16065.9 100.0%

TABLE 11

STAFFING PROFILE 7 (SP-7)

Percentage Distribution of Average Hours Per Person Per Week Expended Toward Institutional Outcomes Within Each Academic Position Classification

Type Outcome	Academic Position Classification							
	Professor	Associate Professor	Assistant Professor	Lecturer	Instructor	Graduate Assistant	Nonteaching Staff	All Staff
Student Growth and Development	61.1%	56.2%	59.0%	83.6%	87.9%	86.4%	13.5%	65.7%
New Knowledge and Art Forms	18.6%	23.3%	26.1%	9.3%	6.1%	9.8%	78.6%	20.3%
Community Service and Development	5.3%	2.7%	7.0%	2.0%	0.3%	0.7%	4.7%	4.4%
Combinations of outcomes	15.0%	17.8%	7.9%	5.1%	5.7%	3.1%	3.2%	9.6%
All Outcomes	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Section C: Teaching Profiles

Teaching activities are significant enough to warrant their own set of profiles. The purpose of this kind of profile is to describe in detail how teaching activities are conducted at an institution. Teaching Profile 1.1 (TP-1.1), Table 12, is representative of a set of profiles that can be created to illustrate the distribution of courses across different levels. Each of the profiles in this set displays the course load distribution for academic staff on the basis of a different parameter. The following kinds of parameters could be used to explain teaching activities more completely:

- Headcount Students
- Number of Courses Taught
- Course Credit Hours
- Hours Per Week Expended
- Course Sections
- Section Credit Hours
- Student Credit Hours
- Course Contact Hours
- Section Contact Hours
- Headcount Faculty
- FTE Faculty

In addition, these kinds of parameters can be calculated in terms of either totals or averages. For example, Teaching Profile 1.1 (TP-1.1) displays for each course level the total number of headcount students taught by all persons of each rank in the academic position classification scheme. An alternative is illustrated in Teaching Profile 1.2 (TP-1.2), which displays for each course the average number of headcount students taught by the typical individual of each rank in the academic position classification scheme.

If information about level of students (as opposed to level of course) is available for students taught in scheduled courses or classes, then a second set of teaching profiles can be constructed. Level of student information typically can be obtained through the course registration system or a similar system that supports or is linked with the faculty activity survey. This set of teaching profiles displays information about teaching activities by student level on the vertical axis and academic position classification on the horizontal axis. Each distinct profile in this set of profiles displays information relating these two characteristics on the basis of a different parameter, as was the case for the previous set of profiles. Profiles can be created at least for each of the following items:

- Headcount Students
- Number of Courses Taught
- Course Credit Hours
- Hours Per Week Expended
- Course Sections
- Section Credit Hours
- Student Credit Hours
- Course Contact Hours
- Section Contact Hours
- Headcount Faculty
- FTE Faculty

As was previously the case, these profiles can also be created using either totals or averages. For example, Teaching Profile 2.1 (TP-2.1), Table 14, displays for each student level the *total* number of headcount students taught by all persons of each rank in the academic position classification scheme. Teaching Profile 2.2 (TP-2.2), Table 15, displays for each student level the *average* number of headcount students taught by the typical individual of each rank in the academic position classification scheme.

A third type of teaching profile of fundamental value consists of a set of profiles that display relationships between teaching method (or type of instruction) and rank. Once again, each profile of this set of profiles displays information relating rank and teaching method on the basis of a different parameter. As before, this set of teaching profiles can be created from the following set of parameters at least:

- Headcount Students
- Number of Courses Taught
- Course Credit Hours
- Hours Per Week Expended
- Course Sections
- Section Credit Hours
- Student Credit Hours
- Course Contact Hours
- Section Contact Hours
- Headcount Faculty
- FTE Faculty

Also, it bears repeating that each of these profiles can be created from total or average data. For example, Teaching Profile 3.1 (TP-3.1), Table 16, displays for each method of instruction the total number of headcount students taught by all individuals of each rank in the academic position classification scheme. In addition, Teaching Profile 3.2 (TP-3.2), Table 17, illustrates the average number of headcount students taught by individuals of each rank in the academic position classification scheme for each method of instruction.

Inasmuch as scheduled teaching activities for faculty of each particular rank typically vary not only by level of course and level of student but also by method of instruction, descriptive profiles showing these interrelationships would be useful. Thus, Teaching Profile 4.1 (TP-4.1), Table 18, illustrates for a specific faculty rank--professor--the relationship between level of course and method of instruction based on the number of headcount students. Teaching Profile 5.1 (TP-5.1), Table 19, displays the relationships between method of instruction and level of student for professors. Note that these profiles can be created not only for each rank in the academic position classification scheme but also on the basis of each of the measures specified for earlier profiles. In addition, teaching profiles could be created based on either totals or averages. All of these options combine to create a rather massive amount of data regarding teaching profiles. The user should consider thoroughly the range of alternatives before deciding on those that would be most useful to have routinely, infrequently, or not at all.

TABLE 12

TEACHING PROFILE 1.1 (TP-1.1)

Total Headcount Students by Course Level and Academic Position Classification

Course Level	Academic Position Classification							
	Professor (N=27)	Associate Professor (N=43)	Assistant Professor (N=97)	Lecturer (N=53)	Instructor (N=15)	Graduate Assistant (N=31)	Non-teaching Staff (N=4)	All Staff (N=270)
100	55	284	3414	2788	797	1476	--	8814
200	62	370	3660	2125	632	874	--	7723
300	408	890	3075	678	147	112	--	5310
400	651	1299	3453	684	152	99	--	6338
500	371	589	1028	95	14	3	--	2100
600	324	280	504	48	3	3	--	1162
All Levels	1871	3712	15,134	6418	1745	2567	--	31,447

TABLE 13

TEACHING PROFILE 1.2 (TP-1.2)

Average Headcount Students Per Person by Course Level and Academic Position Classification

Course Level	Academic Position Classification							
	Professor	Associate Professor	Assistant Professor	Lecturer	Instructor	Graduate Assistant	Nonteaching Staff	All Staff
100	2.0	6.6	35.2	52.6	53.1	47.6	0	32.6
200	2.3	8.6	37.7	40.1	42.1	28.2	0	28.6
300	15.1	20.7	31.7	12.8	9.8	3.6	0	19.7
400	24.1	30.2	35.6	12.9	10.1	3.2	0	23.5
500	13.7	13.7	10.6	1.8	0.9	0.1	0	7.8
600	12.0	6.5	5.2	0.9	0.2	0.1	0	4.3
All Levels	69.3	86.3	156.0	121.1	116.3	82.8	0	116.5

TABLE 14

TEACHING PROFILE 2.1 (TP-2.1)

Total Headcount Students by
Student Level and Academic Position Classification

Student Level	Academic Position Classification							
	Professor	Associate Professor	Assistant Professor	Lecturer	Instructor	Graduate Assistant	Nonteaching Staff	All Staff
Lower Division	121	370	4679	3513	1160	2074	--	11,917
Upper Division	742	2650	8499	2717	461	472	--	15,541
First Professional	107	57	121	32	79	7	--	403
Graduate I	628	521	1460	125	10	2	--	2746
Graduate II	210	88	328	10	4	5	--	645
Other	63	26	47	21	31	7	--	195
Totals	1871	3712	15,134	6418	1745	2567	--	31,447

TABLE 15

TEACHING PROFILE 2.2 (TP-2.2)

Average Headcount Students Per Person
by Student Level and Academic Position Classification

Student Level	Academic Position Classification							
	Professor (N=27)	Associate Professor (N=43)	Assistant Professor (N=97)	Lecturer (N=53)	Instructor (N=15)	Graduate Assistant (N=31)	Nonteaching Staff (N=4)	All Staff (N=270)
Lower Division	4.5	8.6	48.2	66.3	77.3	66.9	--	44.1
Upper Division	27.5	61.6	87.6	51.3	30.7	15.2	--	57.6
First Professional	4.0	1.3	1.2	0.6	5.3	0.2	--	1.5
Graduate I	23.3	12.1	15.1	2.4	0.7	0.1	--	10.2
Graduate II	7.8	2.0	3.4	0.2	0.3	0.2	--	2.4
Other	2.3	0.6	0.5	0.4	2.1	0.2	--	0.7
Total	69.3	86.3	156.0	121.1	116.3	82.8	--	116.5

TABLE 16

TEACHING PROFILE 3.1 (TP-3.1)

Total Headcount Students by Method of Instruction and Academic Position Classification

Method of Instruction	Academic Position Classification							
	Professor	Associate Professor	Assistant Professor	Lecturer	Instructor	Graduate Assistant	Nonteaching Staff	All Staff
Lecture	543	1593	5746	3645	1048	1419	--	13,994
Laboratory	128	460	2121	1045	426	412	--	4592
Recitation/Discussion	432	590	2791	986	201	562	--	5562
Seminar	621	990	4263	742	49	85	--	6750
Supervision	147	79	121	0	0	0	--	347
Tutorial	--	--	--	--	--	--	--	--
Programmed	--	--	92	--	21	89	--	202
Other	--	--	--	--	--	--	--	--
All Methods	1871	3712	15,134	6418	1745	2567	--	31,447

TABLE 17

TEACHING PROFILE 3.2 (TP-3.2)

Average Headcount Students Per Person by Method of Instruction and Academic Position Classification

Method of Instruction	Academic Position Classification							
	Professor (N=27)	Associate Professor (N=43)	Assistant Professor (N=97)	Lecturer (N=53)	Instructor (N=15)	Graduate Assistant (N=31)	Nonteaching Staff (N=4)	All Staff (N=270)
Lecture	20.1	37.0	59.2	68.8	69.9	45.8	--	51.8
Laboratory	4.7	10.7	21.9	19.7	28.4	13.3	--	17.0
Recitation/Discussion	16.0	13.7	28.8	18.6	13.4	18.1	--	20.6
Seminar	23.0	23.0	43.9	14.0	3.3	2.7	--	25.0
Supervision	5.4	1.8	1.2	--	--	--	--	1.3
Tutorial	--	--	--	--	--	--	--	--
Programmed	--	--	0.9	--	1.4	2.9	--	0.7
Other	--	--	--	--	--	--	--	--
All Methods	69.3	86.3	156.0	121.1	116.3	82.8	--	116.5

TABLE 18

TEACHING PROFILE 4.1 (TP-4.1)

Total Headcount Students Taught by Professors, by Method of Instruction and Level of Course

Method of Instruction	Level of Course Taught						
	100	200	300	400	500	600	All Levels
Lecture	43	27	296	177	--	--	543
Laboratory	--	20	--	65	43	--	128
Recitation/Discussion	--	--	33	177	115	107	432
Seminar	12	15	79	232	150	133	621
Supervision	--	--	--	--	63	84	147
Tutorial	--	--	--	--	--	--	--
Programmed	--	--	--	--	--	--	--
Other	--	--	--	--	--	--	--
All Methods	55	62	408	651	371	324	1871

TABLE 19

TEACHING PROFILE 5.1 (TP-5.1)

Total Headcount Students Taught by Professors, by Method of Instruction and Level of Student

Method of Instruction	Level of Student Taught						
	Lower Division	Upper Division	First Professional	Graduate I	Graduate II	Other	All Levels
Lecture	76	308	80	60	4	15	543
Laboratory	--	81	--	47	--	--	128
Recitation/Discussion	45	312	15	41	19	--	432
Seminar	--	41	12	476	61	31	621
Supervision	--	--	--	4	126	17	147
Tutorial	--	--	--	--	--	--	--
Programmed	--	--	--	--	--	--	--
Other	--	--	--	--	--	--	--
All Methods	121	742	107	628	210	63	1871

Section D: Summary

The three sets of profiles described in this chapter can be used to display basic information drawn from the Faculty Activity and Outcomes Survey instrument developed by NCHEMS. The master profiles associate specific activities undertaken by academic staff with institutional outcomes. The staffing profiles display the same kind of information but give more detail with regard to faculty rank distributions. The third set of profiles deals with detailed descriptions of teaching activities.

The reader should be aware of at least two considerations:

- Not all of these profiles should be created on a routine basis; rather they would seem to be most useful on an as-needed basis.

- The indices displayed in these profiles suggest other analyses and should not uncritically be accepted at face value. For example, in Table 13, it should not be assumed that the average instructor has 53.1 headcount students in "100"-level courses. It would be of interest to find out, for example, what the average headcount enrollment in 100-level courses is for those instructors who, in fact, are instructing at that level--all may not be. Thus, profiles can be created for all faculty or just for those involved in each particular activity.

Obviously, a great many additional configurations of data derived directly from the NCHEMS form are possible but are not listed here, primarily because of space limitations. The next and perhaps more important procedure involves analysis of these and related data. The following chapter is devoted to some of the more significant kinds of analysis.

PART IV

COMPLEX APPLICATIONS

This section deals with more complex uses of the faculty activity data and relies to some extent on the kinds of reports and displays that are generated initially, as illustrated in Part III.

Two basic assumptions or premises must be addressed before any sort of complex applications of faculty activity data can be launched. They are that:

- Other data are required in conjunction with faculty activity data (for example, space data, financial data, student data); and

- Calculated relationships within the faculty activity data base require local agreement (for example, faculty/student ratios, workload formulas, weighted activities).

This part of the manual, as an illustration of the complex applications of faculty activity data, has been restricted to examples of the following kinds of uses:

- Cost Analyses and Budgeting
- Research Analyses

Each of these is discussed in a section that follows. In addition, the section on Research Analyses (Section B) is illustrated through the use of exemplary data from one of the pilot test schools and is framed in the context of some of the issues and concerns that must be addressed. The reader should note that these data, because they derive from the pilot test version of the FAA instrument, are organized in slightly different ways from the categories available on the final version of the form. Thus, the reader is asked to examine the analytical procedures rather than the specific data categories.

Section A: Cost Analyses and Budgeting

In this document, costing is concerned with the development of historical or actual costs, whereas budgeting refers to estimates of future costs. Although different in theory, these two procedures are closely related in practice. When budgets are being prepared, a study of historical costs is always helpful, if not vital. In terms of institutional needs and methodologies, budgeting and costing should both deal with all expenditures. However, this manual pertains only to the use of faculty activity data, and thus to faculty expenditures, as a possible support for costing and budgeting.*

Perhaps the most accurate synonyms for costing are the phrases "cost accounting" and "cost analysis." Cost accounting refers to the use of structured accounting frameworks and ledgers for determining the actual costs of transactions as they occur. (Transactions are events such as issuing a check or purchasing an item.) Cost analysis refers to studies and determinations of costs that transcend the structured accounting framework. Obviously, it is not prudent to set up detailed accounting methods for each transaction. For example, an actual cost accounting for use of electricity would require metering the electrical flows at each outlet. These kinds of data would be "grist" for the actual cost accounting "mill." A more reasonable approach would be to estimate, on some reliable basis, the use of electricity by various organizational units and to prorate the costs of electrical usage accordingly. This is the cost analysis approach. The motivating premise behind cost analysis can be found in the saying, "Don't spend a dollar to account for a dime."

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*NCHEMS is involved in two other projects that treat costing in the broader framework. See Cost Analysis Manual (Topping, 1974) and Information Exchange Procedures Manual (Renkiewicz and Topping, 1973).

Before embarking on the tasks associated with using faculty activity data as a possible basis for appropriate parts of a cost analysis, a number of significant issues and concerns must be addressed and resolved. The most important pertain to the following:

- Concern 1: The method by which the institution chooses to assign faculty costs

- Concern 2: A determination of specific faculty activities that are reimbursed directly by the institution

- Concern 3: A determination of whether or not faculty contact hours (and other hours) are proxies for dollars

- Concern 4: The treatment of multiple appointments

- Concern 5: The treatment of overloads, overrides, and overtime

- Concern 6: The problem of whether or not fringe benefits ought to be considered as part of faculty costs

Each of these concerns is treated more fully in the following paragraphs.

Concern 1: Institutional Costing Method

In many institutions the faculty cost aspects of a cost analysis are considered to be directly related or proportional to what the members of the faculty did as opposed to what they were assigned or were asked or decided to do. The latter concept is used by institutions where faculty segments of cost analyses are interpreted in terms of assignments. The decision is an important one that has significant consequences for the outcomes of the cost analysis.

In terms of this document, as well as of the basic premise for the faculty activity analysis project, the discussion of costing will relate to using faculty activities, or to actual, historical time devoted to specific activities, as the determinant for faculty costs. Therefore, the faculty activity data generated by the NCHEMS Faculty Activity and Outcome Survey instrument will be used to demonstrate the use of historical faculty activity data as the basis for faculty portions of a cost analysis.

Concern 2: Scope of Reimbursed Activities

Typically, faculty activity analysis instruments specify a range of faculty activity categories to which faculty are instructed to prorate or distribute their time. Many institutions, for example, list activities representing the so-called full professional life on their survey instrument and treat each of them as reimbursable. Thus, all such activities would be included in the cost analysis. Other institutions list the same range of activities but reimburse only a predetermined "costable" subset. Still others list only those activities that are regarded as reimbursable. These varying practices obviously impact the results of cost analyses.

In order to demonstrate a procedure that has the broadest applicability in terms of its facilitating understanding of the other two methods, this document will treat the second case above. Whereas the NCHEMS survey instrument treats activities of the full professional life, in this document only a portion of these will be treated as costable in the partial cost analysis procedures that are illustrated later in this section. (The current Information Exchange Procedures treat all as costable.)

The reader should note that this costable subset of activities of the full professional life corresponds to the subset of faculty activities chosen prior to the pilot test of the Information Exchange Procedures. Analysis subsequent to the printing of this document may well establish a different set of activities to be appropriate for costing purposes. Therefore the activity subset in this manual is to be regarded as illustrative only.

Concern 3: Proxies for Dollars

In this manual it is assumed that compensated hours per week constitute the basis for assigning faculty costs. However, weighting schemes of various kinds often need to be taken into account in cost analyses. These weighting schemes are based on the premise that a reported hour is not proportional to a dollar but that other factors must enter in. When this is done, weighting schemes of variable complexity develop. For example, social science faculty might be expected to teach 15 credit hours per semester, whereas natural science faculty might be expected to teach only 10. Other institutions use a highly structured weighting scheme for faculty contact hours: a contact hour of traditional lecture ("presentation") may be worth 4 points, whereas a contact hour of laboratory ("supervision") may be worth only 3 points, where each point corresponds to 1/60th of a faculty member's salary for a semester. In such an institution a faculty member might be awarded additional points for "administration" of a very large class. If an institution uses hours as a proxy for dollars, there is no problem. However, if faculty contact hours are weighted, as in these examples, the appropriate weighting factors should be noted on the survey instrument and included in the analytical procedure. Specific programs would need to be developed to provide accurate salary cost profiles for these schemes.

No treatment of weighting schemes in the context of cost analysis is included in this document.

Concern 4: Multiple Appointment Problem

In some cases, institutions may need to take multiple appointments into account during cost analyses. For example, in many institutions, faculty may be appointed to two or more organizational units. If the joint-appointed faculty member fills in the activities information, all activities would be listed regardless of the unit(s) for which they are performed. However, if the institution determines costs on the basis of assignments, then each unit chairman or faculty supervisor fills out a separate assignment form, and total costs for joint-appointed faculty can be determined by combining the two (or more) forms. One fiscal reference entry can be made for each appointment showing FTE, title, salary, fund group, and, where possible, program classification structure codes (PCS).

The multiple appointment case may present another problem if joint-appointed faculty receive differing salary rates from different units. Any such differential rates must be taken into account for cost analysis. The Fiscal Reference column on the survey instrument should have been used to indicate these differences so that they can be taken into consideration in the algorithm that assigns costs to activities based on the specific appointments noted.

With regard to the costing procedures discussed in this section, the multiple appointment problem is addressed only in part, as all activities are listed on the form and only the reimbursable subset is costed, regardless of the unit(s) for which they are performed.

Concern 5: Treatment of Overloads, Overrides, and Overtime

In some institutions a concern allied to the multiple appointment problem may center on overload, override, or overtime compensation. Faculty may not receive the same salary rate for activities performed beyond their regular duties. Any differences of this sort must also be considered in cost analyses and should be noted in the Fiscal Reference column. Overload payments should be added to the amount of a Fiscal Reference where the payment is related to time or other general conditions. In the case of overload for a specific activity or activities, a separate fiscal reference should be created and these activity lines then referenced to it.

Concern 6: Fringe Benefit Treatment

Many institutions consider paid fringe benefits an integral part of the direct cost attributable to faculty; other institutions do not. Typical fringe benefits in this category are retirement, Social Security, and insurance costs paid by the institution. If fringe benefit costs are included as part of faculty cost, they should either be incorporated in the salary figure of a fiscal reference entry or calculated separately after the survey instrument is completed but prior to developing cost profiles. For the purposes of the illustration that appears subsequently, fringe benefits are included in the salary.

The following pages contain illustrated procedures for distributing faculty costs to appropriate elements of a structure that describes the activities of the institution. The following points should be noted concerning these procedures:

- They derive from the faculty cost distribution procedures described in the Cost Analysis Manual (Topping, 1974).

- The structure to which the faculty costs are distributed is the Program Classification Structure (Gulko, 1972). The reader should note that, although the PCS is the structure used in this manual to exemplify the FAA costing procedures, the procedures do not depend on the PCS. The important thing to remember is that some sort of structure is required for cost analysis.

- Earlier it was stated that the illustration of the faculty portions of a cost analysis will be based on a reimbursable subset of faculty activities. This reimbursable subset is identical to that adopted in the pilot test of the Information Exchange Procedures Manual: Field Review Edition (Renkiewicz and Topping, 1973). Again, the reader should note that the list is illustrative only.

Figure 5 illustrates an FAA survey instrument completed by a faculty member in a botany department. The following steps describe a procedure for converting these data into a form that is usable in a cost analysis.

FIGURE 5

Illustrated Faculty Activity and Outcome Survey

NAME Carl Peterson **I.D. OR SOCIAL SECURITY NO.** 515-40-1670

FOR INSTITUTIONAL USE

ADDITIONAL INFORMATION BLOCK									FISCAL REFERENCE BLOCK						
INSTITUTION	TERM	TENURE	YEARS AT INSTITUTION	YEARS IN RANK	PRINCIPAL DEPARTMENT	ADMINISTRATIVE RANK	FACULTY RANK	LENGTH OF APPOINTMENT	[illegible]	FTE (Term)	ACCOUNT TITLE	UNIT	PCS CODE	ACCOUNT NUMBER	SALARY DOLLARS (Term)
State U.	Fall 1973	Yes	15	6	Botany	Asst. Dept. Chairman	Professor	9 Months	A I	.5 .5 1.0	Admin. Instr.	Botany Botany	460402 110402	1041121 1541121	$ 3300 3300 $ 6600

INITIAL ESTIMATE OF YOUR OVERALL AVERAGE HOURS PER WEEK 65

SECTION A: TEACHING ACTIVITIES										(j) AVERAGE HOURS PER WEEK	PERCENTAGE DISTRIBUTION TO INSTITUTIONAL OUTCOMES				
A. 1 SCHEDULED TEACHING							(g) + (h) + (i) = (j)				(k) STUDENT GROWTH AND DEVELOPMENT %	(l) DEVELOPMENT OF NEW KNOWLEDGE AND ART FORMS %	(m) COMMUNITY SERVICE AND DEVELOPMENT %	(n) INSEPARABLE COMBINATIONS OF (k) + (l) + (m) %	(o) FINAL REFERENCY DO NOT WRITE IN THIS COLUMN
(a) HEGIS Do not write in this column	(b) DEPT. UNIT	(c) COURSE & SECTION #	(d) SECTION Enroll-ment	(d) SECTION Code R if Remedial E if Extension	(e) CREDIT HOURS	(f) METHOD OF INSTRUC-TION	(g) FORMAL CONTACT HOURS	(h) OTHER CONTACT HOURS	(i) PREPAR-ATION & ADMIN-ISTRATION						
	Bot.	458-10	53		3	A	3	2.0	7.5	12.5	75	15		10	I
	Bot.	458-12	39		3	A	3	2.0	7.5	12.5	75	15		10	I
	Bot.	459-10	28		3	D	3	2.0	7.5	12.5	75	15		10	I
	Bot.	548-10	1		3	E		0.5		0.5	65	30		5	I
					SUBTOTAL					38.0					

Tear Here

	(p) LEVEL	(q) ACTIVITY DESCRIPTION						
A.2 UNSCHEDULED TEACHING	F	Discussion with Colleagues	1.0	100				I
	D	Work with Marginal Students	1.0	100				I
A.3 ACADEMIC PROGRAM ADVISING	D	Advise Students	0.5	100				I
A.4 COURSE AND CURRICULUM RES. & DEVELOP	E	Explore New Courses	0.5	100				I
	F	Develop Curriculum	0.5	100				I
		SUBTOTAL	3.5					

FIGURE 5 (Continued)

Illustrated Faculty Activity and Outcome Survey

ACTIVITY		CODE LEVEL	(q) ACTIVITY DESCRIPTION	(j) AVERAGE HOURS PER WEEK	PERCENTAGE DISTRIBUTION TO INSTITUTIONAL OUTCOMES (k) STUDENT GROWTH AND DEVELOPMENT %	(l) DEVELOPMENT OF NEW KNOWLEDGE AND ART FORMS %	(m) COMMUNITY SERVICE AND DEVELOPMENT %	(n) INSEPARABLE CONTRIBUTION OF (k), (l) + (m) %	(o) FISCAL REFERENCE DO NOT WRITE IN THIS COLUMN
SECTION B: RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1 SPECIFIC PROJECTS		Writing Proposals	.5	30	70			I
			Supervising Research	.5	30	70			I
	B.2 GENERAL SCHOLARSHIP AND PROFESSIONAL DEVELOPMENT		Attending Professional Meetings	.5				100	I
			SUBTOTAL	1.5					
SECTION C: INTERNAL SERVICE ACTIVITIES	C.1 STUDENT-ORIENTED SERVICE		Recommendations	.5	100				I
			Meeting with Parents	.5				100	I
			Personal and Career Counseling	.5	100				I
	C.2 ADMINISTRATIVE DUTIES	1	Administration Policies	8.0				100	I
		1	Assessing Faculty Course Loads	2.0				100	I
		1	Registration	1.0				100	I
	C.3 COMMITTEE PARTICIPATION		Planning Committee	1.5				100	I
			Dean's Advisory Committee	3.0				100	I
			SUBTOTAL	17					
SECTION D: PUBLIC SERVICE ACTIVITIES	GENERAL PROFESSIONAL SERVICE ADVICE DIRECTED OUTSIDE THE INSTITUTION		Consulting	1.0			100		S
			SUBTOTAL	1.0					
			AVERAGE HRS WEEK	61.0					

Tear Here

Step 1: Determine the PCS Code for each line entry, thereby designating the appropriate activity center for each faculty activity.

The mapping conventions necessary to transfer the hours reported by the faculty member into the PCS are shown in Table 20. Table 21 shows how these mapping conventions are applied to the FAA data reported in Figure 5. Note that the three botany courses numbered 458-10, 458-12, and 459-10 were coded 1.1.0402.30, General Academic Instruction/Botany/Upper Division, as were "Work with Marginal Students," and "Advise Students." The level code associated with these activities indicates they are directed primarily at the undergraduate scheduled teaching activities. The botany course numbered 548-10 is a graduate-level course and therefore was coded 1.1.0402.50. "Discussion with Colleagues" is the only unscheduled teaching activity supportive of this graduate teaching. The rest of the PCS coding is fairly straightforward. Note that the determination of activities that are directly reimbursable has not yet been made. This procedure is performed in Step 6 for all the faculty in an entire department. Note also that the "consulting" activity is not assigned to a PCS code. In some cases, institutions may wish to examine consulting activities as potentially costable. In the case of this illustration, consulting activities are excluded at the outset.

TABLE 20

Faculty Activity/PCS Mapping Conventions

INDIVIDUAL FACULTY ACTIVITY FORM	ACTIVITIES	PCS CODE	COMMENTS
A.1 Scheduled Teaching	General Academic Instruction	1.1.XXXX.XX	HEGIS disciplines (XXXX) are determined from PCS code column in the Fiscal Reference block Course levels (.XX) are determined by the institutional course number. The following codes are used to indicate course level: 20 - Lower Division 30 - Upper Division 50 - Graduate
	Occupational/Vocational Instruction	1.2.XXXX.XX	
	Special Session Instruction	1.3.XXXX.XX	
	Extension Instruction (credit)	1.4.XXXX.XX	
	Community Education (noncredit)	3.1.XXXX	
	Remedial Instruction (noncredit)	5.2	
A.2 Unscheduled Teaching	Thesis Advising or Committee Participation	1.X.XXXX.XX	HEGIS disciplines (XXXX) are determined from PCS code column in the Fiscal Reference block
A.3 Academic Program Advising	Academic Program Advising	1.X.XXXX.XX	Course level designators should be made in proportion to course level designations in A.1
A.4 Course and Curriculum Research and Development	Course and Curriculum Development	4.7.XXXX	Use the code (1.1 or 1.2) to reflect the type of program in which the majority of students are advised
B.1 Specific Research Projects	Departmental Research	1.X.XXXX.XX	Only include activities listed under B.1 that are considered to be departmental research
B.1 Specific Projects	Specific Research Projects	2.2.XXXX	HEGIS disciplines (XXXX) are determined from PCS code column in the Fiscal Reference block
	Institutes and Research Centers	2.1.XXXX	
B.2 General Scholarships and Professional Development	Reading Journals	4.6.XXXX	

TABLE 20 (Continued)

Faculty Activity/PCS Mapping Conventions

INDIVIDUAL FACULTY ACTIVITY FORM	ACTIVITIES	PCS CODE	COMMENTS
D Public Service Activities	Community Service	3.2.XXXX.	
	Agriculture and Urban Extension	3.3.XXXX.	
	Patient Services	3.4.XXXX.	
	Training Grants	3.5.XXXX.	
C.2 Administrative Duties	Departmental Administration and Committee Work	4.6.XXXX.	Administrative activities contained within the academic department HEGIS disciplines (XXXX) are determined from PCS code column in the Fiscal Reference block
C.3 Committee Participation	School or College Administration and Committee Work	4.6.XX	Administrative activities that relate to more than one department
C.1 Student-Oriented Service	Social and Cultural Student Activities	5.1.7100	
	Intercollegiate Athletics	5.1.7200	
	Personal Counseling and Career Guidance	5.3.	

TABLE 21

Reported Hours and Appropriate PCS Codes

Name Carl Peterson I.D. or Social Security No. 515-40-1670

Faculty Activity	Reported Hours	PCS Code
A.1 Scheduled Teaching		
Lower Division		
Upper Division	37.5	1.1.0402.30
Graduate	.5	1.1.0402.50
A.2 Unscheduled Teaching		
Lower Division		
Upper Division	1.0	1.1.0402.30
Graduate	1.0	1.1.0402.50
A.3 Academic Program Advising		
Lower Division		
Upper Division	.5	1.1.0402.30
Graduate		
A.4 Course & Curriculum Research & Development	1.0	4.7.0402
B.1 Specific Projects	1.0	4.6.0402
B.2 General Scholarship & Prof. Development	.5	4.6.0402
C.1 Student-Oriented Service	1.5	5.3
C.2 Administrative Duties	11.0	4.6.0402
C.3 Committee Participation	4.5	4.6.0402
D General Professional Service/Advice Directed Outside the Institution	1.0	--
TOTALS	61.0	

Step 2: Convert compensated faculty hours to percentages by activity center for each individual.

Sum faculty hours by activity center for each faculty member. In the example, three activities were coded 1.1.0402.30. The reported hours for each of the three activities are summed (37.5, 1.0, and .5), and the total (39.0) is entered on an individual summary sheet (Table 22) in the column headed "Distributed Hours." Similarly, the reported hours for the two activities that were coded 1.1.0402.50 are summed (.5, 1.0), and this total (1.5) is also entered on the individual summary sheet. This operation is repeated for all faculty activities that were assigned a specific PCS code in the previous step and also for each faculty member. The Distributed Hours column is then totaled and each entry is converted to a percentage of the total. Note that the total costable hours is 60, whereas the total of reported hours was more (61), because the number of paid consulting hours was excluded in Step 1.

TABLE 22

Distributed Hours and Procedures

Name Carl Peterson I.D. or Social Security No. 515-40-1670

PCS Code	Distributed Hours*	Percentage of Total Distributed Hours*
1.1.0402.30	39.0	65.0
1.1.0402.50	1.5	2.5
4.6.0402	7.0	28.3
4.7.0402	1.0	1.7
5.3	1.5	2.5
Total	60.0	100.0

*Excluding paid consulting hours.

Step 3: Multiply the percentages derived in Step 2 by each individual's salary as reported in the Fiscal Reference block.

This step weights an individual's effort (as approximated by the time devoted to a particular activity) by his or her rate of compensation. In the example (Figure 5), the faculty member's salary ($6,600) was reported for the academic term, the same time period covered by the survey instrument. These dollars are then distributed by way of the percentages calculated in Step 2 to arrive at a weighted faculty effort (Table 23, column headed Faculty Salary Dollars).

TABLE 23

Costable Hours Weighted by Faculty Salary Dollars

Name Carl Peterson I.D. or Social Security No. 515-40-1670

PCS Code	Distributed Hours	Percentage of Total Distributed Hours	Faculty Salary Dollars
1.1.0402.30	39.0	65.0	$ 4,290
1.1.0402.50	1.5	2.5	165
4.6.0402	17.0	28.3	1,868
4.7.0402	1.0	1.7	112
5.3	1.5	2.5	165
Totals	60.0	100.0	$ 6,600

Step 4: **Accumulate by activity center all faculty salary dollars paid from each departmental budget.**

At this point in the faculty activity procedures, all individual summary data are aggregated into departmental totals. In Table 24, the faculty salary dollars reported in Figure 23 have been merged with all other faculty salaries paid to faculty in the Botany Department. For example, the $4,290 for Carl Peterson, coded 1.1.0402.30 in Table 23, is included in the $8,342 departmental total with the identical code in Table 24. If faculty activity data were collected for more than one academic term during the fiscal year, individual summary data from all academic terms should be merged during this step.* Special session data may be merged with academic year data at this point in the costing process or they may be analyzed separately. Most institutional accounting systems do not have the capability to provide cost data for special session instruction (PCS subprogram 1.3). Typically, the accounting records include only the additional costs of operating a special session, for example, total faculty compensation for the courses offered. The costs associated with faculty hired on 12-month contracts, support staff, and supplies and services are probably not reflected in the special session accounts.

*Unless one wishes to do a comparative analysis of costs by term.

TABLE 24

Individual Records Merged Into Departmental Totals

DEPARTMENT: BOTANY					
PCS Code	Faculty Salary (Dollars)				Percent of Total Dollars
	Fall Term	Spring Term	Summer Term	Total	
1.1.0402.20	$ 5,280	$ 3,681	$ 1,432*	$10,393	14.0%
1.1.0402.30	8,342	6,241	1,896*	16,479	22.2%
1.1.0402.50	6,939	5,873	1,738*	14,550	19.6%
2.2.0402	5,381	4,906	4,040	14,327	19.3%
4.6.0402	3,462	3,486	1,737	8,685	11.7%
4.7.0402	3,698	3,678	938	8,314	11.2%
5.1.7110	594	--	--	594	.8%
5.3	431	460	--	891	1.2%
TOTALS	$34,127	$28,325	$11,781	$74,233	100.0%

*In this example, faculty compensation for special session instruction (PCS code 1.3) has been merged with general academic instruction (PCS code 1.1.XXXX.XX).

Step 5: Convert the dollars accumulated in Step 4 to percentages for each PCS code within each department.

This step creates a series of percentages, one for each PCS code associated with a department. In the last column of Table 24, each line entry has been converted to a percentage by dividing the faculty salary dollars for each PCS code by the total faculty salary dollars within the department.

Step 6: Determine which faculty activities are to be treated as costable and which are noncostable as a separate activity and redistribute the percentages for the department.

All activities currently included in the NCHEMS FAA survey instrument can be mapped into 24 activity categories. In this example so far, only paid consulting activities have not been mapped into such an activity center. The point of this step is to determine, most likely on an institution-wide basis, which of these 24 categories represent direct costs and are therefore costable, and which are noncostable as separate activities.

Table 25 presents a comprehensive list of these 24 activity categories and the treatment of them that currently is being proposed in the Information Exchange Procedures project. They appear here only to illustrate one way in which an institution may wish to address the problem.

TABLE 25

Illustrative Procedures for Distributing Faculty Compensation Across Activity Centers

Faculty Activity	Recommended Procedure	
General Academic Instruction	Costable	Assign faculty compensation directly to 1.1.XXXX.XX, specifying HEGIS discipline to course level
Occupational and Vocational Instruction	Costable	Assign faculty compensation directly to 1.2.XXXX.XX, specifying HEGIS discipline and course level
Special Session Instruction (Alternative I)	Costable	Assign faculty compensation directly to 1.3.XXXX.XX, specifying HEGIS discipline and course level
Special Session Instruction (Alternative II)	Noncostable as a Separate Activity	Distribute the time associated with Special Session Instruction to all costable activities within Program 1.0
Extension Instruction (Credit)	Costable	Assign faculty compensation directly to 1.4.XXXX.XX, specifying HEGIS discipline and course level
Unscheduled Teaching	Noncostable as a Separate Activity	Distribute the time associated with Unscheduled Teaching to all costable activities within Program 1.0
Academic Program Advising	Noncostable as a Separate Activity	Distribute the time associated with Academic Program Advising to all costable activities within Program 1.0
Course and Curriculum Development (Departmental Level)	Noncostable as a Separate Activity	Distribute the time associated with Course and Curriculum Development at the departmental level to all costable activities within Program 1.0
Departmental Research	Noncostable as a Separate Activity	Distribute the time associated with Departmental Research to all costable activities within Program 1.0
Institutes and Research Centers	Costable	Assign faculty compensation directly to 2.1.XXXX, specifying HEGIS discipline
Individual or Project Research	Costable	Assign faculty compensation directly to 2.2.XXXX, specifying HEGIS discipline
Community Education (Noncredit)	Costable	Assign faculty compensation directly to 3.1.XXXX, specifying HEGIS discipline
Community Service	Costable	Assign faculty compensation directly to 3.2

*Faculty Compensation is to be interpreted as Instruction/Research/Public Service Personnel Compensation.

TABLE 25 (Continued)

Illustrative Procedures for Distributing Faculty Compensation
Across Activity Centers

Faculty Activity	Recommended Procedure	
Cooperative Extension Service	Costable	Assign faculty compensation directly to 3.3
Patient Services	Costable	Assign faculty compensation directly to 3.4
Specialized Training Programs	Costable	Assign faculty compensation directly to 3.5
Academic Administration (Departmental Level)	Noncostable as a Separate Activity	Distribute the time associated with Academic Administration at the departmental level to all costable activities
Academic Administration (College/School/Campus/Level)	Costable	Assign faculty compensation directly to 4.6.XX, specifying HEGIS discipline category, where appropriate
Committee Participation (Departmental Level)	Noncostable as a Separate Activity	Distribute the time associated with Committee Participation at the departmental level to all costable activities
Committee Participation (College/School/Campus/Level)	Costable	Assign faculty compensation directly to 4.6.XX, specifying HEGIS discipline category, where appropriate
General Scholarship and Professional Development	Noncostable as a Separate Activity	Distribute the time associated with General Scholarship and Professional Development to all costable activities
Student Development	Costable	Assign faculty compensation directly to 5.1.7100
Intercollegiate Athletics	Costable	Assign faculty compensation directly to 5.1.7200
Supplementary Educational Services	Costable	Assign faculty compensation directly to 5.2
Counseling and Career Guidance	Costable	Assign faculty compensation directly to 5.3

In accordance with the illustrative procedures listed in Table 25, only two activities in the example as shown in Table 25 need to be redistributed. These are:

• Academic Administration (4.6.0402)	11.7%
• Course and Curriculum Development (4.7.0402)	11.2%
	22.9%

According to the procedures in Table 25, these activities are to be redistributed to all costable activities in instruction activity centers (PCS code 1.X.XXXX.XX). It is suggested that this redistribution be done in proportion to the time/percentages already coded there. Table 26 illustrates the results of this procedure.

TABLE 26

Redistributed Percentages for Costable Activities

PCS Code	Total Faculty Salary Dollars	Percentage of Total Dollars	Redistributed Percentages
1.1.0402.20	$10,393	14.0	19.8
1.1.0402.30	16,479	22.2	31.3
1.1.0402.50	14,550	19.6	27.6
2.2.0402	14,327	19.3	19.3
4.6.0402	8,685	11.7	--
4.7.0402	8,314	11.2	--
5.1.7110	594	.8	.8
5.3	891	1.2	1.2
TOTALS	$74,233	100.0%	100.0%

Step 7: Aggregate all faculty compensation assigned to the department during the account crossover.

Assume that the following amounts representing faculty compensation were assigned to the Botany Department in the accounting system:

General Academic Instruction	1.1.0402	$54,113
Special Session Instruction	1.3.0402	6,812
Organized Research	2.2.0402	12,600
Academic Administration	4.6.0402	6,600
TOTAL		$80,125

Note that the total recorded in the accounting system ($80,125) differs from the total of the individual faculty activity reports ($74,233 from Table 26). This difference can be explained by charges made to the departmental budget that do not necessarily represent faculty salaries (for example, fringe benefits, payments to faculty members on sabbatical leave, and to visiting lecturers). Any unexplained large difference between these two totals would warrant further investigation.

Step 8: Distribute the total compensation as determined in Step 7 by multiplying that total by the series of departmental percentages determined in Step 6.

This step uses the faculty activity percentages derived from the individual faculty activity reports, and, as modified to reflect the determination of costable activities, to distribute total fiscal year faculty compensation as recorded in the accounting system. The total dollars devoted to faculty compensation remain constant; only the distribution of dollars to activity centers varies. The results of this step are illustrated in Table 27.

TABLE 27

Distribution of Faculty Compensation

TOTAL FACULTY COMPENSATION AT CROSSOVER	DISTRIBUTED FACULTY COMPENSATION			
$80,125 →	19.8%	$15,865	to	1.1.0402.20
	31.3%	$25,079	to	1.1.0402.30
	27.6%	$22,114	to	1.1.0402.50
	19.3%	$15,464	to	2.2.0402
	.8%	$ 641	to	5.1.7110
	1.2%	$ 962	to	5.3

As a result of these eight steps, faculty compensation has been distributed to elements of a costing structure on the basis of faculty activities. Completion of the full cost analysis will require a number of additional steps to distribute expenditures other than faculty compensation.

There are a few additional points that should be made regarding cost analysis and faculty activity analysis. One of the most frequently generated indices from a cost analysis is the cost per student credit hour. Faculty activity analysis data are one alternate measure of the faculty cost portion of that kind of unit cost measure. For the most part, registrars' data are perhaps the best sources for totals of credit hours taught by course level, whereas accounting data typically are the best source for budgeted expenditures. Faculty activity profiles in terms of percentages constitute one method used very frequently for distributing faculty dollars to course levels before dividing by student credit hours to arrive at the unit cost figure; this was demonstrated in the previous example. However, faculty activity profiles can also be used to distribute other kinds of departmental expenditures such as "supplies and services" and "clerical support" to course levels. In addition, faculty activity data may suffice as an acceptable basis for allocating some institutional support costs back to course levels if the cost analysis is carried through to the full costing phase.

Finally, it should be noted that the outcomes dimension of the NCHEMS Faculty Activity and Outcome Survey instrument provides the user with an alternate approach to costing. As reported on the FAA forms, time devoted to activities and distributed to different kinds of outcomes could be used to distribute costs to various outcomes. The procedure one would follow to do this could be an add-on module to the procedures describing activity costing discussed earlier. That is, once the user has created a display of faculty compensation distributed to activity center (see Table 27), the next step would be to create a departmental matrix for those same activity centers that show average distributions of faculty time to categories of outcomes (see Table 28).

TABLE 28

Illustrative Distribution of Faculty Activities to Outcome Categories for a Botany Department

Activity Center	Distributed Faculty Compensation*	Percentages Distributed to Outcomes			
		Student Growth & Development	Development of New Knowledge and Art Forms	Community Service and Development	Inseparable Combinations
1.1.0402.20	$15,865	78%	10%	-	12%
1.1.0402.30	25,079	73	17	-	10
1.1.0402.50	22,114	64	21	3%	12
2.2.0402	15,464	12	71	-	17
5.1.7110	641	100	-	-	-
5.3	962	97	-	3	-

*From Table 27.

Once such a departmental activities/outcomes distribution has been calculated, it is a relatively simple matter to redistribute the faculty compensation shown in Table 27 to the categories of outcomes, as illustrated in Table 29.

TABLE 29

Faculty Compensation Distributed to Outcomes

Activity Center	Faculty Compensation*	Compensation Distributed to Outcome Categories			
		Student Growth & Development	Development of New Knowledge and Art Forms	Community Service and Development	Inseparable Combinations
1.1.0402.20	$15,865	$12,375	$1,586	-	$1,904
1.1.0402.30	25,079	18,308	4,263	-	2,508
1.1.0402.50	22,114	14,153	4,644	$663	2,654
2.2.0402	15,464	1,856	10,979	-	2,629
5.1.7110	641	641	-	-	-
5.3	962	933	-	29	-
TOTALS	$80,125	$48,266	$21,472	$692	$9,695

*From Table 27.

Cost analysis based on the kinds of procedures just described--that is, on outcome measures--can be used to demonstrate the fact that time spent and therefore dollars expended for teaching activities do not necessarily reflect all the expenditures for instructional output. To demonstrate this is to show, if only partially, the existence of multiple and joint outcomes. Moreover, these kinds of data can also be used to illustrate the far-reaching effects of uncritical budget cuts. For example, to reduce research dollars or budgets by a given amount may also have a proportional but unwanted effect on instructional outcomes. Obviously, there are some cautions to be observed:

- These outcome measures are merely proxies of true outcomes.
- The distributions are based on faculty perceptions.

In summary, cost analysis data are currently of great interest not only to institutional planners and managers but also in aggregated form to external funding agencies such as legislative budget committees. However, cost data may also be of interest to faculty, providing them with feedback on such matters as relative program costs, fixed versus variable costs, and the role of faculty resource costs compared to other institutional costs.

For the most part, budget processes have focused on projecting the need for increased or decreased faculty based on changes in enrollments. Faculty activity analysis, however, provides a number of potential data sources for the budgeting process. Many of the concerns listed under costing also apply to budgeting. The concerns regarding activities to be reimbursed, multiple appointments, overloads, and fringe benefits are virtually identical. Also, the question of the use of unit costs in projecting budget needs is similar to the issue of deriving unit costs.

What is different is that budgeting is concerned with the future and with forecasting the future in a way that is compatible with the process of acquiring, allocating, and controlling funds. Obviously, there are a large variety of combinations of faculty activity analysis data that are in and of themselves valuable to the budget analysis and development process. Rather than devote space in this document to a discussion of the use of faculty activity data for budgeting purposes, it is suggested that the reader refer to Manpower Resources in Postsecondary Education (Jones, 1974), in which this process is discussed in some detail.

Section B: Research Analyses

The primary intent of this section of the document is to illustrate a series of possible analytical studies of data similar to those that are obtained through the use of the NCHEMS Faculty Activity and Outcomes Survey. The reader should note that these are actual data, gathered from Appalachian State University in Boone, North Carolina, during the pilot test of the FAA Procedures Manual. Because the data were obtained during the pilot test, they reflect the instrument that was being used at that time. As a result of the pilot test, some modifications have been made to the procedures, instrument, and category definitions. Thus, the categories of information illustrated on the following pages differ slightly from those on the current form. The reader is asked to investigate the following in terms of its analytical and research value rather than its complete consistency with the remainder of the document. Although this case study is only exemplary of some of the kinds of studies that can be performed, it is believed that the methodology provides a reasonable illustration of what, in fact, can be done.

This case study of faculty activities at Appalachian State University is divided into two segments. The first segment illustrates elementary displays of the FAA data to:

- describe the nature of faculty activity and teaching load patterns at ASU;
- help the reader become acquainted with the data; and
- illuminate the exceptions and unexpected aberrations in faculty activities and outcomes that may occur between ranks and/or disciplines.

The second segment of the case study illustrates how FAA data may be used to support or assist in the making of planning and management decisions. In this case two familiar questions are posed: What is the faculty's perception of the outcomes derived from their research activities? and What is the probable effect of increased teaching loads, based on faculty activity information, on instructional activity patterns of faculty? This latter question is also approached from the perspective of faculty. One obviously would want to weigh information from several sources before making a decision about faculty teaching loads, but the faculty activity perspective would certainly provide useful information.

Segment 1: Descriptions of Faculty Activities

As stated previously, the data for the case study came from Appalachian State University in Boone, North Carolina. Appalachian State is one campus of the University of North Carolina system and has an enrollment of approximately 8,000 FTE students. The mission of Appalachian State is principally instruction, although some faculty are engaged in specially funded research and public service projects.

In the fall of 1972, Appalachian State participated in the pilot test* of the NCHEMS Faculty Activity and Outcome Survey instrument. Of the 376 faculty members, 374 participated in the study. After the faculty portions of the instrument were completed, the Fiscal Reference block and column were completed by the staff of the institutional research unit, in consultation with department chairmen and faculty. The survey instruments were then sent to NCHEMS where the data were converted to machine-readable form. Data that were difficult to interpret for various reasons were normally interpreted by NCHEMS without consulting the institution. For this reason there may be some differences between the figures presented in this case study and those that would be derived by the institution. However, these differences are not deemed to be significant, and do not affect the general interpretation of the results.

For purposes of simplification, the disciplines of the institution were grouped into the discipline categories of the Taxonomy of Instructional Programs in Higher Education (for a listing of these categories, see the Program Classification Structure [Gulko, 1972]).

The displays used in this segment of the case study are organized into two categories: those that pertain to the full range of faculty activities and those that deal with teaching activities. Because only a limited number of the potential displays are in this case study, the reader may wish to refer

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*A description of the results of the pilot test can be found in the Faculty Activity Analysis: Procedures Manual, (Manning and Romney, 1973), Section II E.

to Part III for descriptions of other possibilities. Some of the displays in this first segment of the case study use mean values of various measures to describe both the activity and teaching patterns of faculty. The means are calculated using either the individual faculty member or the individual course as the unit of analysis; the method used is apparent or is stated on the display. Other statistics that are sometimes displayed or referenced includes standard deviations (σ) and relative dispersions. The standard deviation and the relative dispersion indices are calculated as follows:

If $x_1, x_2, x_3, \ldots x_n$ are the individual values associated with a population of size N, then:

the population mean (μ) is given by:

$$\mu = \frac{\sum_{i=1}^{N} x_i}{N} \qquad (1)$$

the population standard deviation (σ) is given by:

$$\sigma = \sqrt{\sum_{i=1}^{N} (x_i - \mu)^2} \qquad (2)$$

and the population relative dispersion is given by:

$$\text{relative dispersion} = \frac{\sigma}{\mu} \qquad (3)$$

Both the standard deviation (σ) and the relative dispersion are included to indicate the breadth of a distribution. However, the analyst should be aware that the distributions are usually not symetrical about the mean.

Finally, one should remember that statistical tests are often used in research to determine whether sampled populations differ significantly from each other. That is, statistical techniques are used as the criteria for determining whether the resultant differences occur because sample data rather than total population data are used. Significance tests are useful when observations are available for only a sample of the total population and when one wishes to test whether the measures (for example, the sample mean) and relationships exhibited in the sample can be considered as good proxies for the total population. Because the pilot test data from the Appalachian State Universtiy faculty is from virtually the entire population, no such inferential tests are necessary. However, note that the Appalachian State University faculty is only a small sample of the total faculty population, that is, across all institutions. Therefore, in the absence of statistical tests for significance, the analyst or other user must be careful not to generalize beyond the population for which data are available.

When all faculty are surveyed, the only criterion for selecting what information is important relates to the relevance of the information being addressed, that is, to the planning and management questions being addressed. For this reason, the information in this segment of the case study is presented in the form of simple arrays. The differences that exist (between ranks, for example, in the staffing profiles) are actual differences as reported by the entire faculty population. The explanation of the differences displayed is primarily a managerial, not a statistical, concern. Note, however, that even though mean values are used in these arrays, the relative dispersions around these means are almost always large. Normally there is great variation in the individual values that are used to calculate the mean, and it should not be assumed that the value for each individual in that population is necessarily close to the mean value for the population.

Some of the profiles described and displayed in Part III of this document are used in this segment to display some of the general overall data that resulted from the pilot test at Appalachian State University. Tables 30, 31, 32, and 33 (forms MP-1, MP-2, MP-3, and MP-4, respectively) summarize the results of the survey for the entire faculty. Note that each of these four master profiles has been created not only for the entire faculty at Appalachian State University (ASU) but also for:

- The combined set of professors, associate professors, and assistant professors
- Professors
- Associate professors
- Assistant professors
- Other academic staff

Also, it is important to note that these tables were created on a basis different from that used to create the tables in Part III. Whereas the tables in Part III are based on the principle of treating each hour reported as equal, the following tables are based on the principle of treating each faculty member's contribution as equal.

From these tables, a number of simple but useful indicators are evident; for example:

1. During a typical week at ASU;
    - The typical faculty member works 66.2 hours (Table 30.1, MP-1.1)
    - Professors work, on the average, 66.8 hours (Table 30.3, MP-1.3)
    - Associate professors work, on the average, 67.7 hours (Table 30.4, MP-1.4)
    - Assistant professors, 66.3 hours (Table 30.5, MP-1.5)
    - Other academic staff, 61.9 hours (Table 30.6, MP-1.6)

2. Of the time worked, on the average, for the entire faculty at ASU;
    - 65.1% is devoted to teaching activities (Table 31.1, MP-2.1)
    - 17.9% to research, scholarship, and creative work activities
    - 15.0% to internal service activities

3. Whereas the typical professors during the average week devote 60.1% of their time to teaching activities (Table 31.3, MP-2.3), the typical associate professors devote 65.7% (Table 31.4, MP-2.4), and the typical assistant professors, 68.0% (Table 31.5, MP-2.5).

4. The same tables as mentioned in point 3 above also indicate that the typical professor devotes 21.3% of his or her time to internal service activities, as opposed to the typical assistant professor, who devotes 10.2% of his or her time to such activities during the average week.

5. During an average week at ASU;
   - The typical faculty member perceives that 47.1% of his or her efforts support or produce student growth and development outcomes (Table 32.1, MP-3.1)
   - The typical professor, 45.9% (Table 32.3, MP-3.3)
   - Associate professor, 45.6% (Table 32.4, MP-3.4)
   - Assistant professor, 47.5% (Table 32.5, MP-3.5)

6. As reflected in Table 32.1, MP-3.1, the typical faculty member perceives that 54.1% of his or her research activities pertain to personal professional growth (professors, 50.1%; associate professors, 51.8%; and assistant professors, 55.1%).

7. Finally, it is interesting to note that, for the typical faculty member, of the time perceived as contributing to student growth and development, 79.4% comes from teaching activities, and that 64.9% of the time devoted to development of new knowledge and art forms also stems from teaching activities (Table 33.1, MP-4.1).

What conclusions can be drawn from these kinds of data? To answer the question completely requires a sensitivity to and a familiarity with the daily operations of the institution that are not available to the authors. One can say, however, that the faculty at this institution, on the average, seem to be oriented toward instructional kinds of activities and interestes. Moreover, of the research that is conducted and pursued, most seems to be focused either on personal development or on support of instructional functions. Certainly, these represent only a few of the kinds of conclusions that one could draw from the master profiles. The primary value of these tables and displays rests in their ability to:

- Give an overall picture of the activities of faculty at an institution.
- Reveal possible problem areas (for example, 34.7 hours per week in scheduled teaching activities, Table 30.1, MP-1.1).

In any case, the analyst or other user of these should perhaps be concerned to ask the following kinds of questions:

- What do I expect with regard to the various kinds of faculty time distributions?
- What do I in fact observe regarding the distribution?
- Is there enough of a difference to cause concern?
- If so, what do I do next?

TABLE 30.1

MASTER PROFILE 1.1 (MP-1.1)

CASE STUDY INSTITUTION

Average Hours Per Person
Per Week Expended by All Academic Staff
on Professional Activities and Institutional Outcomes*

(N = 376)

Type of Activity			Outcome Category							
			Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Hours Per Average Week
TEACHING ACTIVITIES	A.1	Scheduled Teaching	21.1	3.2	4.6	0.9	0.7	1.9	2.4	34.7
	A.2	Unscheduled Teaching	1.2	0.1	0.3	0.1	0.3	0.5	0.2	2.6
	A.3	Academic Program Advising	1.4	0.0	0.1	0.0	0.2	0.1	0.2	1.9
	A.4	Course & Curriculum Research & Development	1.0	0.2	0.3	0.1	0.5	0.3	0.4	2.7
		Teaching Subtotal	24.6	3.6	5.0	1.1	1.7	2.8	3.2	42.0
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	0.7	1.0	0.4	0.3	0.6	2.1	0.4	5.4
	B.2	General Scholarship and Professional Development	0.9	0.3	0.2	0.1	0.4	4.4	0.5	6.7
		Research Subtotal	1.6	1.3	0.6	0.4	1.0	6.4	0.9	12.1
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	2.1	0.1	0.1	0.1	0.5	0.2	0.2	3.1
	C.2	Administrative Duties	0.9	0.1	0.1	0.3	3.7	0.2	0.7	5.9
	C.3	Committee Participation	0.1	0.0	0.0	0.0	1.0	0.0	0.2	1.6
		Internal Service Subtotal	3.1	0.2	0.2	0.4	5.2	0.4	1.1	10.6
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	0.1	0.2	0.0	0.7	0.1	0.2	0.2	1.6
		External Service Subtotal	0.1	0.2	0.0	0.7	0.1	0.2	0.2	1.6
GRAND TOTALS			29.5	5.3	5.7	2.7	8.0	9.8	5.3	66.2
Standard Deviation of Overall Distribution**			18.2	7.7	13.2	4.6	10.7	8.9	15.3	21.4

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table A in Appendix II.

TABLE 30.2

MASTER PROFILE 1.2 (MP-1.2)

CASE STUDY INSTITUTION

Average Hours Per Person Per Week Expended by
Professors, Associate Professors, and Assistant Professors
on Professional Activities and Institutional Outcomes*

(N = 327)

		Type of Activity	Outcome Category							
			Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Hours Per Average Week
TEACHING ACTIVITIES	A.1	Scheduled Teaching	21.1	3.3	4.2	1.0	0.8	1.9	2.7	35.0
	A.2	Unscheduled Teaching	1.3	0.1	0.2	0.1	0.3	0.5	0.2	2.6
	A.3	Academic Program Advising	1.5	0.0	0.1	0.0	0.2	0.1	0.2	2.0
	A.4	Course & Curriculum Research & Development	1.0	0.2	0.2	0.1	0.5	0.3	0.4	2.8
		Teaching Subtotal	24.9	3.6	4.7	1.2	1.7	2.7	3.6	42.5
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	0.7	1.0	0.3	0.3	0.6	2.1	0.4	5.5
	B.2	General Scholarship and Professional Development	0.9	0.3	0.2	0.1	0.4	4.2	0.6	6.8
		Research Subtotal	1.6	1.4	0.5	0.5	1.1	6.3	0.9	12.3
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	1.7	0.1	0.1	0.1	0.4	0.1	0.2	2.6
	C.2	Administrative Duties	1.0	0.1	0.1	0.3	3.9	0.2	0.6	6.1
	C.3	Committee Participation	0.2	0.0	0.1	0.1	1.1	0.0	0.2	1.7
		Internal Service Subtotal	2.9	0.2	0.2	0.4	5.3	0.3	1.1	10.4
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	0.1	0.2	0.0	0.8	0.1	0.2	0.2	1.7
		External Service Subtotal	0.1	0.2	0.0	0.8	0.1	0.2	0.2	1.7
		GRAND TOTALS	29.5	5.4	5.5	2.8	8.3	9.5	5.8	66.9
		Standard Deviation of Overall Distribution**	18.1	7.9	13.0	4.8	10.7	8.7	16.1	21.7

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table B in Appendix II.

TABLE 30.3

MASTER PROFILE 1.3 (MP-1.3)

CASE STUDY INSTITUTION

Average Hours Per Person
Per Week Expended by Professors
on Professional Activities and Institutional Outcomes*
(N = 90)

		Type of Activity	Outcome Category							
			Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Hours Per Average Week
TEACHING ACTIVITIES	A.1	Scheduled Teaching	20.2	1.7	3.4	0.9	0.4	1.5	2.9	31.0
	A.2	Unscheduled Teaching	1.2	0.1	0.2	0.1	0.3	0.3	0.2	2.4
	A.3	Academic Program Advising	1.9	0.0	0.0	0.0	0.2	0.1	0.1	2.4
	A.4	Course & Curriculum Research & Development	1.0	0.2	0.3	0.0	0.6	0.3	0.4	2.8
		Teaching Subtotal	24.4	2.1	3.9	1.0	1.5	2.1	3.6	38.6
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	0.7	0.6	0.4	0.2	0.4	1.4	0.6	4.2
	B.2	General Scholarship and Professional Development	0.9	0.6	0.2	0.1	0.5	4.6	0.5	7.4
		Research Subtotal	1.6	1.2	0.6	0.3	0.9	6.0	1.1	11.6
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	1.8	0.0	0.1	0.1	0.5	0.0	0.5	3.1
	C.2	Administrative Duties	1.2	0.3	0.1	0.6	6.6	0.1	0.7	9.5
	C.3	Committee Participation	0.1	0.0	0.1	0.0	1.7	0.0	0.4	2.4
		Internal Service Subtotal	3.2	0.3	0.3	0.7	8.8	0.2	1.6	15.0
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	0.1	0.1	0.0	0.8	0.2	0.2	0.2	1.6
		External Service Subtotal	0.1	0.1	0.0	0.8	0.2	0.2	0.2	1.6
		GRAND TOTALS	29.4	3.6	4.7	2.8	11.3	8.5	6.5	66.8
		Standard Deviation of Overall Distribution**	17.5	5.8	10.2	4.8	13.5	10.2	18.2	20.1

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table C in Appendix II.

TABLE 30.4

MASTER PROFILE 1.4 (MP-1.4)
CASE STUDY INSTITUTION

Average Hours Per Person
Per Week Expended by Associate Professors
on Professional Activities and Institutional Outcomes*
(N = 96)

	Type of Activity	Outcome Category							
		Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Hours Per Average Week
TEACHING ACTIVITIES	A.1 Scheduled Teaching	19.9	2.6	5.6	1.0	0.8	1.8	4.0	35.7
	A.2 Unscheduled Teaching	1.7	0.2	0.1	0.1	0.3	0.5	0.4	3.2
	A.3 Academic Program Advising	1.6	0.0	0.0	0.0	0.1	0.1	0.1	2.0
	A.4 Course & Curriculum Research & Development	1.0	0.2	0.2	0.0	0.4	0.2	0.5	2.6
	Teaching Subtotal	24.1	3.0	6.1	1.1	1.6	2.5	5.0	43.5
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1 Specific Projects	0.6	1.3	0.2	0.4	0.4	1.4	0.2	4.5
	B.2 General Scholarship and Professional Development	0.8	0.2	0.1	0.1	0.5	4.2	0.6	6.6
	Research Subtotal	1.4	1.5	0.3	0.6	0.9	5.6	0.8	11.1
INTERNAL SERVICE ACTIVITIES	C.1 Student-Oriented Service	2.0	0.0	0.0	0.1	0.4	0.2	0.2	2.9
	C.2 Administrative Duties	1.1	0.1	0.1	0.3	3.9	0.3	0.4	6.3
	C.3 Committee Participation	0.2	0.0	0.0	0.1	1.1	0.0	0.2	1.6
	Internal Service Subtotal	3.3	0.2	0.2	0.5	5.4	0.5	0.8	10.8
PUBLIC SERVICE ACTIVITIES	D. General Professional Service/Advice Directed Outside the Institution	0.1	0.6	0.0	0.9	0.1	0.3	0.1	2.3
	External Service Subtotal	0.1	0.6	0.0	0.9	0.1	0.3	0.1	2.3
GRAND TOTALS		28.9	5.3	6.6	3.1	8.0	8.9	6.8	67.7
Standard Deviation of Overall Distribution**		18.9	8.6	13.6	4.9	9.9	7.8	18.1	23.0

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table D in Appendix II.

TABLE 30.5

MASTER PROFILE 1.5 (MP-1.5)
CASE STUDY INSTITUTION

Average Hours Per Person
Per Week Expended by Assistant Professors
on Professional Activities and Institutional Outcomes*

(N = 141)

		Outcome Category							
	Type of Activity	Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Hours Per Average Week
TEACHING ACTIVITIES	A.1 Scheduled Teaching	22.5	4.7	3.8	1.1	1.0	2.2	1.8	37.1
	A.2 Unscheduled Teaching	1.1	0.1	0.3	0.1	0.2	0.5	0.2	2.4
	A.3 Academic Program Advising	1.1	0.0	0.1	0.0	0.2	0.0	0.2	1.8
	A.4 Course & Curriculum Research & Development	1.0	0.2	0.2	0.2	0.5	0.4	0.5	3.0
	Teaching Subtotal	25.7	5.0	4.4	1.4	2.0	3.2	2.6	44.2
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1 Specific Projects	0.8	1.2	0.4	0.4	0.9	2.9	0.4	7.0
	B.2 General Scholarship and Professional Development	1.0	0.2	0.3	0.1	0.3	4.0	0.5	6.5
	Research Subtotal	1.8	1.4	0.7	0.5	1.3	7.0	1.0	13.6
INTERNAL SERVICE ACTIVITIES	C.1 Student-Oriented Service	1.5	0.1	0.0	0.0	0.2	0.1	0.1	2.1
	C.2 Administrative Duties	0.8	0.0	0.0	0.1	2.1	0.1	0.7	3.9
	C.3 Committee Participation	0.2	0.0	0.1	0.0	0.7	0.0	0.2	1.2
	Internal Service Subtotal	2.4	0.2	0.1	0.2	3.1	0.3	1.0	7.2
PUBLIC SERVICE ACTIVITIES	D. General Professional Service/Advice Directed Outside the Institution	0.1	0.0	0.0	0.7	0.1	0.2	0.2	1.3
	External Service Subtotal	0.1	0.0	0.0	0.7	0.1	0.2	0.2	1.3
GRAND TOTALS		30.1	6.6	5.2	2.8	6.4	10.6	4.7	66.3
Standard Deviation of Overall Distribution**		17.9	8.2	14.0	4.8	8.4	8.2	12.8	21.8

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table E in Appendix II.

TABLE 30.6

MASTER PROFILE 1.6 (MP-1.6)
CASE STUDY INSTITUTION

Average Hours Per Person
Per Week Expended by Other Academic Staff
on Professional Activities and Institutional Outcomes*

(N = 47)

Type of Activity		Outcome Category							
		Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Hours Per Average Week
TEACHING ACTIVITIES	A.1 Scheduled Teaching	20.9	3.0	5.5	0.4	0.6	2.3	0.1	32.8
	A.2 Unscheduled Teaching	0.7	0.2	0.7	0.1	0.3	0.8	0.0	2.7
	A.3 Academic Program Advising	0.6	0.0	0.1	0.0	0.1	0.0	0.0	0.8
	A.4 Course & Curriculum Research & Development	0.8	0.2	0.5	0.0	0.3	0.3	0.2	2.3
	Teaching Subtotal	22.9	3.4	6.8	0.5	1.2	3.4	0.3	38.6
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1 Specific Projects	0.3	0.5	0.8	0.2	0.4	2.2	0.2	4.6
	B.2 General Scholarship and Professional Development	0.8	0.1	0.0	0.0	0.2	5.3	0.1	6.5
	Research Subtotal	1.1	0.6	0.8	0.2	0.5	7.5	0.3	11.0
INTERNAL SERVICE ACTIVITIES	C.1 Student-Oriented Service	4.6	0.2	0.0	0.0	1.3	0.3	0.1	6.5
	C.2 Administrative Duties	0.3	0.1	0.0	0.2	2.7	0.1	1.0	4.4
	C.3 Committee Participation	0.1	0.0	0.0	0.0	0.6	0.0	0.0	0.8
	Internal Service Subtotal	5.0	0.3	0.0	0.3	4.5	0.5	1.1	11.7
PUBLIC SERVICE ACTIVITIES	D. General Professional Service/Advice Directed Outside the Institution	0.1	0.0	0.0	0.3	0.1	0.2	0.0	0.6
	External Service Subtotal	0.1	0.0	0.0	0.3	0.1	0.2	0.0	0.6
GRAND TOTALS		29.1	4.3	7.6	1.3	6.3	11.6	1.7	61.9
Standard Deviation of Overall Distribution**		18.8	6.4	14.5	2.0	10.6	10.2	6.7	18.5

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*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table F in Appendix II.

TABLE 31.1

MASTER PROFILE 2.1 (MP-2.1)

CASE STUDY INSTITUTION

Percentage Distribution of Average Hours
Per Person Per Week of All Academic Staff
on Professional Activities and Institutional Outcomes*
(N = 374)

		Type of Activity	Outcome Category							
			Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Hours Per Average Week
TEACHING ACTIVITIES	A.1	Scheduled Teaching	34.6%	5.1%	6.0%	1.4%	1.0%	2.8%	3.5%	54.4%
	A.2	Unscheduled Teaching	1.9%	0.1%	0.4%	0.1%	0.4%	0.7%	0.3%	3.9%
	A.3	Academic Program Advising	2.0%	0.1%	0.1%	0.0%	0.2%	0.1%	0.2%	2.7%
	A.4	Course & Curriculum Research & Development	1.5%	0.3%	0.4%	0.1%	0.7%	0.4%	0.6%	4.0%
		Teaching Subtotal	40.0%	5.6%	6.8%	1.6%	2.4%	4.0%	4.6%	65.1%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	0.9%	1.4%	0.6%	0.4%	0.8%	3.0%	0.6%	7.8%
	B.2	General Scholarship and Professional Development	1.4%	0.4%	0.2%	0.1%	0.6%	6.6%	0.7%	10.1%
		Research Subtotal	2.4%	1.8%	0.8%	0.6%	1.4%	9.6%	1.3%	17.9%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	3.0%	0.1%	0.1%	0.1%	0.6%	0.2%	0.3%	4.4%
	C.2	Administrative Duties	1.3%	0.1%	0.1%	0.4%	5.2%	0.2%	0.9%	8.3%
	C.3	Committee Participation	0.2%	0.0%	0.1%	0.1%	1.5%	0.0%	0.3%	2.2%
		Internal Service Subtotal	4.5%	0.3%	0.2%	0.6%	7.4%	0.5%	1.5%	15.0%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	0.2%	0.1%	0.0%	1.0%	0.2%	0.3%	0.2%	2.1%
		External Service Subtotal	0.2%	0.1%	0.0%	1.0%	0.2%	0.3%	0.2%	2.1%
		GRAND TOTALS	47.1%	7.8%	7.9%	3.8%	11.3%	14.4%	7.7%	100.0%
		Standard Deviation of Overall Distribution**	28.1%	10.9%	16.6%	6.6%	13.3%	11.5%	20.9%	---

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*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table G in Appendix II.

TABLE 31.2

MASTER PROFILE 2.2 (MP-2.2)
CASE STUDY INSTITUTION

Percentage Distribution of Average Hours
Per Person Per Week of Professors, Associate Professors, and
Assistant Professors on Professional Activities and Institutional Outcomes*
(N = 327)

			Outcome Category							
		Type of Activity	Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Hours Per Average Week
TEACHING ACTIVITIES	A.1	Scheduled Teaching	34.2%	5.2%	5.7%	1.5%	1.1%	2.7%	4.0%	54.3%
	A.2	Unscheduled Teaching	1.9%	0.2%	0.3%	0.1%	0.4%	0.7%	0.4%	3.8%
	A.3	Academic Program Advising	2.1%	0.1%	0.1%	0.0%	0.3%	0.1%	0.3%	2.9%
	A.4	Course & Curriculum Research & Development	1.5%	0.3%	0.3%	0.1%	0.8%	0.4%	0.6%	4.1%
		Teaching Subtotal	39.8%	5.7%	6.4%	1.7%	2.4%	3.9%	5.2%	65.2%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	1.0%	1.5%	0.5%	0.5%	0.9%	3.0%	0.7%	8.0%
	B.2	General Scholarship and Professional Development	1.4%	0.4%	0.3%	0.1%	0.6%	6.4%	0.8%	10.0%
		Research Subtotal	2.4%	1.9%	0.8%	0.6%	1.5%	9.3%	1.5%	18.0%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	2.5%	0.1%	0.1%	0.1%	0.5%	0.2%	0.3%	3.8%
	C.2	Administrative Duties	1.4%	0.1%	0.1%	0.4%	5.3%	0.2%	0.8%	8.5%
	C.3	Committee Participation	0.2%	0.0%	0.1%	0.1%	1.6%	0.0%	0.4%	2.4%
		Internal Service Subtotal	4.1%	0.3%	0.3%	0.6%	7.4%	0.4%	1.5%	14.6%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	0.2%	0.2%	0.0%	1.1%	0.2%	0.3%	0.2%	2.2%
		External Service Subtotal	0.2%	0.2%	0.0%	1.1%	0.2%	0.3%	0.2%	2.3%
GRAND TOTALS			46.5%	8.0%	7.4%	4.0%	11.6%	13.9%	8.5%	100.0%
Standard Deviation of Overall Distribution**			27.4%	11.2%	15.9%	7.0%	13.0%	11.1%	22.2%	--

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*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table H in Appendix II.

TABLE 31.3

MASTER PROFILE 2.3 (MP-2.3)

CASE STUDY INSTITUTION

Percentage Distribution of Average Hours Per Person Per Week of Professors on Professional Activities and Institutional Outcomes*

(N = 90)

Type of Activity			Outcome Category							
			Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Hours Per Average Week
TEACHING ACTIVITIES	A.1	Scheduled Teaching	32.4%	2.9%	5.6%	1.3%	0.7%	2.1%	4.1%	49.2%
	A.2	Unscheduled Teaching	1.9%	0.2%	0.2%	0.1%	0.4%	0.4%	0.3%	3.4%
	A.3	Academic Program Advising	2.7%	0.0%	0.0%	0.0%	0.3%	0.1%	0.2%	3.4%
	A.4	Course & Curriculum Research & Development	1.5%	0.4%	0.4%	0.0%	0.9%	0.4%	0.4%	4.1%
		Teaching Subtotal	38.5%	3.5%	6.3%	1.4%	2.3%	3.1%	5.0%	60.1%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	1.0%	0.8%	0.4%	0.3%	0.6%	1.8%	0.8%	5.8%
	B.2	General Scholarship and Professional Development	1.4%	0.7%	0.2%	0.2%	0.7%	6.6%	0.8%	10.6%
		Research Subtotal	2.5%	1.6%	0.6%	0.4%	1.2%	8.4%	1.6%	16.4%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	2.8%	0.0%	0.2%	0.1%	0.8%	0.0%	0.6%	4.6%
	C.2	Administrative Duties	1.8%	0.3%	0.1%	0.8%	9.1%	0.1%	0.9%	13.0%
	C.3	Committee Participation	0.2%	0.0%	0.1%	0.1%	2.6%	0.1%	0.6%	3.6%
		Internal Service Subtotal	4.7%	0.4%	0.4%	1.0%	12.5%	0.2%	2.1%	21.3%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	0.2%	0.1%	0.0%	1.1%	0.3%	0.3%	0.3%	2.3%
		External Service Subtotal	0.2%	0.1%	0.0%	1.1%	0.3%	0.3%	0.3%	2.3%
GRAND TOTALS			45.9%	5.6%	7.3%	3.9%	16.3%	12.0%	9.1%	100.0%
Standard Deviation of Overall Distribution**			25.6%	8.3%	16.7%	6.7%	17.5%	12.1%	23.6%	--

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table I in Appendix II.

TABLE 31.4

MASTER PROFILE 2.4 (MP-2.4)
CASE STUDY INSTITUTION

Percentage Distribution of Average Hours Per Person Per Week of Associate Professors on Professional Activities and Institutional Outcomes*

(N = 96)

Type of Activity			Outcome Category							
			Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Hours Per Average Week
TEACHING ACTIVITIES	A.1	Scheduled Teaching	32.9%	3.8%	7.7%	1.3%	1.1%	2.6%	5.3%	54.7%
	A.2	Unscheduled Teaching	2.3%	0.2%	0.2%	0.1%	0.5%	0.7%	0.7%	4.6%
	A.3	Academic Program Advising	2.2%	0.0%	0.0%	0.1%	0.2%	0.1%	0.2%	2.9%
	A.4	Course & Curriculum Research & Development	1.3%	0.3%	0.3%	0.0%	0.6%	0.3%	0.8%	3.6%
		Teaching Subtotal	38.7%	4.4%	8.2%	1.5%	2.3%	3.7%	7.0%	65.7%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	0.8%	1.9%	0.3%	0.6%	0.6%	2.2%	0.3%	6.6%
	B.2	General Scholarship and Professional Development	1.3%	0.2%	0.1%	0.1%	0.9%	6.4%	0.9%	9.9%
		Research Subtotal	2.1%	2.1%	0.4%	0.8%	1.4%	8.5%	1.2%	16.6%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	2.9%	0.0%	0.0%	0.2%	0.5%	0.3%	0.3%	4.2%
	C.2	Administrative Duties	1.6%	0.1%	0.2%	0.5%	5.2%	0.3%	0.6%	8.5%
	C.3	Committee Participation	0.2%	0.1%	0.0%	0.1%	1.5%	0.0%	0.3%	2.3%
		Internal Service Subtotal	4.6%	0.2%	0.3%	0.8%	7.2%	0.6%	1.2%	15.0%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	0.2%	0.4%	0.1%	1.2%	0.2%	0.4%	0.2%	2.7%
		External Service Subtotal	0.2%	0.4%	0.1%	1.2%	0.2%	0.4%	0.2%	2.7%
GRAND TOTALS			45.6%	7.2%	9.0%	4.3%	11.0%	13.3%	9.7%	100.0%
Standard Deviation of Overall Distribution**			29.6%	9.7%	17.3%	6.5%	10.8%	10.7%	23.4%	--

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table J in Appendix II.

TABLE 31.5

MASTER PROFILE 2.5 (MP-2.5)

CASE STUDY INSTITUTION

Percentage Distribution of Average Hours
Per Person Per Week of Assistant Professors
on Professional Activities and Institutional Outcomes*
(N = 141)

		Type of Activity	Outcome Category							
			Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Hours Per Average Week
TEACHING ACTIVITIES	A.1	Scheduled Teaching	36.3%	7.5%	4.4%	1.7%	1.3%	3.1%	3.0%	57.3%
	A.2	Unscheduled Teaching	1.7%	0.2%	0.4%	0.1%	0.3%	0.8%	0.2%	3.6%
	A.3	Academic Program Advising	1.7%	0.1%	0.1%	0.0%	0.3%	0.1%	0.4%	2.7%
	A.4	Course & Curriculum Research & Development	1.7%	0.2%	0.3%	0.3%	0.8%	0.6%	0.6%	4.4%
		Teaching Subtotal	41.4%	7.9%	5.2%	2.1%	2.6%	4.5%	4.2%	68.0%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	1.0%	1.6%	0.7%	0.5%	1.3%	4.2%	0.8%	10.2%
	B.2	General Scholarship and Professional Development	1.5%	0.4%	0.4%	0.1%	0.4%	6.2%	0.7%	9.8%
		Research Subtotal	2.6%	2.0%	1.1%	0.6%	1.7%	10.5%	1.5%	20.0%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	2.1%	0.1%	0.1%	0.1%	0.3%	0.2%	0.1%	2.9%
	C.2	Administrative Duties	1.1%	0.0%	0.0%	0.2%	3.1%	0.2%	1.0%	5.6%
	C.3	Committee Participation	0.2%	0.0%	0.1%	0.0%	1.0%	0.0%	0.2%	1.7%
		Internal Service Subtotal	3.4%	0.2%	0.2%	0.3%	4.4%	0.4%	1.3%	10.2%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	0.1%	0.0%	0.0%	1.1%	0.2%	0.2%	0.3%	1.9%
		External Service Subtotal	0.1%	0.0%	0.0%	1.1%	0.2%	0.2%	0.3%	1.9%
		GRAND TOTALS	47.5%	10.2%	6.5%	4.0%	9.0%	15.6%	7.3%	100.0%
		Standard Deviation of Overall Distribution**	26.9%	13.1%	14.1%	7.4%	9.8%	10.5%	19.8%	--

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table K in Appendix II.

TABLE 31.6

MASTER PROFILE 2.6 (MP-2.6)

CASE STUDY INSTITUTION

Percentage Distribution of Average Hours Per Person Per Week of Other Academic Staff on Professional Activities and Institutional Outcomes*

(N = 47)

Type of Activity			Outcome Category							
			Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Hours Per Average Week
TEACHING ACTIVITIES	A.1	Scheduled Teaching	37.8%	4.5%	8.1%	0.6%	0.8%	3.5%	0.1%	55.3%
	A.2	Unscheduled Teaching	1.6%	0.2%	1.3%	0.2%	0.3%	1.1%	0.0%	4.8%
	A.3	Academic Program Advising	1.2%	0.0%	0.1%	0.0%	0.1%	0.0%	0.1%	1.4%
	A.4	Course & Curriculum Research & Development	1.1%	0.3%	0.6%	0.0%	0.4%	0.4%	0.3%	3.2%
		Teaching Subtotal	41.7%	5.0%	9.9%	0.8%	1.6%	5.1%	0.5%	64.7%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	0.6%	0.9%	1.0%	0.3%	0.6%	2.9%	0.2%	6.5%
	B.2	General Scholarship and Professional Development	1.6%	0.1%	0.1%	0.0%	0.3%	8.4%	0.1%	10.5%
		Research Subtotal	2.1%	1.0%	1.1%	0.3%	0.9%	11.3%	0.3%	17.0%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	6.6%	0.3%	0.0%	0.1%	1.6%	0.5%	0.1%	9.1%
	C.2	Administrative Duties	0.6%	0.1%	0.0%	0.3%	4.3%	0.2%	1.3%	6.9%
	C.3	Committee Participation	0.1%	0.0%	0.0%	0.0%	0.9%	0.0%	0.1%	1.2%
		Internal Service Subtotal	7.3%	0.4%	0.0%	0.4%	6.8%	0.7%	1.5%	17.2%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	0.1%	0.0%	0.0%	0.5%	0.1%	0.3%	0.0%	1.0%
		External Service Subtotal	0.1%	0.0%	0.0%	0.5%	0.1%	0.3%	0.0%	1.0%
GRAND TOTALS			51.3%	6.4%	11.0%	2.0%	9.4%	17.4%	2.4%	100.0%
Standard Deviation of Overall Distribution**			32.0%	9.2%	20.8%	2.9%	15.0%	13.1%	8.8%	--

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table L in Appendix II.

TABLE 32.1

MASTER PROFILE 3.1 (MP-3.1)

CASE STUDY INSTITUTION

Percentage Distribution of Average Hours Per Person Per Week of All Academic Staff Expended on Each Activity, Across Institutional Outcomes*

(Total N = 374)

		Type of Activity	Number of Faculty⁺ N	Outcome Category							
				Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Hours Per Average Week
TEACHING ACTIVITIES	A.1	Scheduled Teaching	373	63.5%	9.2%	12.1%	2.4%	2.0%	5.3%	5.5%	100.0%
	A.2	Unscheduled Teaching	290	44.7%	6.7%	8.0%	2.2%	11.6%	18.6%	8.3%	100.0%
	A.3	Academic Program Advising	266	69.2%	1.6%	2.8%	1.3%	9.9%	2.4%	12.7%	100.0%
	A.4	Course & Curriculum Research & Development	298	37.4%	8.6%	7.3%	1.2%	21.6%	10.9%	13.0%	100.0%
		Teaching Subtotal	374	61.2%	8.6%	10.9%	2.4%	4.0%	6.2%	6.8%	100.0%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	255	14.4%	14.5%	5.5%	6.2%	11.2%	35.1%	8.1%	100.0%
	B.2	General Scholarship and Professional Development	342	15.4%	3.4%	2.5%	1.6%	5.0%	63.8%	8.2%	100.0%
		Research Subtotal	353	15.2%	9.0%	3.6%	3.0%	7.1%	54.1%	8.0%	100.0%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	259	69.3%	1.8%	2.0%	3.0%	13.0%	3.3%	7.6%	100.0%
	C.2	Administrative Duties	308	11.0%	0.8%	0.8%	2.7%	72.1%	2.4%	10.1%	100.0%
	C.3	Committee Participation	265	9.7%	2.1%	2.9%	2.9%	69.2%	2.5%	10.7%	100.0%
		Internal Service Subtotal	351	29.3%	1.6%	2.1%	3.0%	50.5%	2.9%	10.7%	100.0%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	176	10.8%	2.8%	2.3%	51.2%	12.5%	11.2%	9.2%	100.0%
		External Service Subtotal	176	10.8%	2.8%	2.3%	51.2%	12.5%	11.2%	9.2%	100.0%
		GRAND TOTALS	374	47.1%	7.8%	7.9%	3.8%	11.3%	14.4%	8.7%	100.0%
		Standard Deviation of Overall Distribution**		28.1%	10.9%	16.6%	6.6%	13.3%	11.5%	20.9%	--

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table M in Appendix II.

⁺Indicates the number of faculty who actually had entries in any cell in each given row.

TABLE 32.2

MASTER PROFILE 3.2 (MP-3.2)

CASE STUDY INSTITUTION

Percentage Distribution of Average Hours
Per Person Per Week of Professors, Associate Professors, and
Assistant Professors Expended on Each Activity, Across Institutional Outcomes*
(Total N = 327)

Type of Activity			Number of Faculty⁺ N	Outcome Category							
				Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Hours Per Average Week
TEACHING ACTIVITIES	A.1	Scheduled Teaching	326	63.5%	9.3%	11.2%	2.6%	2.0%	5.2%	6.2%	100.0%
	A.2	Unscheduled Teaching	257	45.1%	6.1%	7.8%	2.2%	11.9%	17.4%	9.4%	100.0%
	A.3	Academic Program Advising	244	68.9%	1.8%	2.4%	1.4%	9.8%	2.2%	13.4%	100.0%
	A.4	Course & Curriculum Research & Development	263	36.7%	8.2%	6.7%	1.4%	22.5%	10.9%	13.7%	100.0%
		Teaching Subtotal	327	61.0%	8.6%	10.0%	2.5%	4.1%	6.0%	7.6%	100.0%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	227	14.3%	20.2%	4.8%	6.4%	11.6%	34.4%	8.4%	100.0%
	B.2	General Scholarship and Professional Development	298	14.8%	3.7%	2.8%	1.8%	5.3%	62.4%	9.2%	100.0%
		Research Subtotal	308	14.6%	9.6%	3.4%	3.2%	7.5%	52.8%	8.8%	100.0%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	228	69.7%	1.4%	2.3%	2.7%	13.2%	3.1%	7.6%	100.0%
	C.2	Administrative Duties	270	11.9%	0.9%	1.0%	2.7%	71.0%	2.3%	10.3%	100.0%
	C.3	Committee Participation	240	9.6%	2.0%	3.2%	2.9%	68.9%	2.5%	11.0%	100.0%
		Internal Service Subtotal	308	29.0%	1.5%	2.3%	3.0%	50.4%	2.7%	11.1%	100.0%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	160	11.2%	2.8%	2.5%	52.0%	12.0%	10.5%	8.9%	100.0%
		External Service Subtotal	160	11.2%	2.8%	2.5%	52.0%	12.0%	10.5%	8.9%	100.0%
GRAND TOTALS			327	46.5%	8.0%	7.4%	4.0%	11.6%	13.9%	8.5%	100.0%
Standard Deviation of Overall Distribution**				27.4%	11.2%	15.9%	7.0%	13.0%	11.1%	22.0%	--

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table N in Appendix II.

⁺Indicates the number of faculty who actually had entries in any cell in each given row.

TABLE 32.3

MASTER PROFILE 3.3 (MP-3.3)
CASE STUDY INSTITUTION

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Percentage Distribution of
Average Hours Per Person Per Week of Professors
Expended on Each Activity, Across Institutional Outcomes*
(Total N = 90)

Type of Activity			N Number of Faculty+	Outcome Category							
				Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Hours Per Average Week
TEACHING ACTIVITIES	A.1	Scheduled Teaching	90	66.6%	5.7%	12.4%	2.3%	1.2%	4.9%	6.9%	100.0%
	A.2	Unscheduled Teaching	69	50.4%	7.6%	6.7%	2.5%	12.8%	11.9%	8.0%	100.0%
	A.3	Academic Program Advising	71	74.9%	1.6%	1.6%	1.1%	9.2%	1.7%	9.9%	100.0%
	A.4	Course & Curriculum Research & Development	73	33.1%	10.3%	8.2%	1.4%	27.3%	9.5%	10.3%	100.0%
		Teaching Subtotal	90	63.7%	5.9%	11.2%	2.1%	4.0%	5.2%	7.9%	100.0%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	58	18.6%	22.2%	5.2%	7.6%	11.5%	26.8%	8.1%	100.0%
	B.2	General Scholarship and Professional Development	83	15.9%	5.1%	2.3%	1.9%	6.5%	58.8%	9.4%	100.0%
		Research Subtotal	85	17.6%	9.0%	2.8%	3.0%	7.7%	50.1%	9.9%	100.0%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	67	67.0%	0.0%	2.6%	2.7%	16.7%	7.1%	10.3%	100.0%
	C.2	Administrative Duties	74	13.7%	1.1%	1.6%	2.4%	72.7%	1.0%	8.5%	100.0%
	C.3	Committee Participation	75	7.5%	2.2%	2.5%	1.5%	72.6%	2.4%	11.3%	100.0%
		Internal Service Subtotal	85	27.0%	1.4%	2.9%	2.6%	52.4%	1.4%	12.2%	100.0%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	50	9.6%	3.3%	3.0%	46.7%	14.4%	13.4%	9.6%	100.0%
		External Service Subtotal	50	9.6%	3.3%	3.0%	46.7%	14.4%	13.4%	9.6%	100.0%
GRAND TOTALS			90	45.9%	5.6%	7.3%	3.9%	16.3%	12.0%	9.0%	100.0%
Standard Deviation of Overall Distribution**				25.6%	8.3%	16.7%	6.7%	17.5%	12.1%	23.6%	--

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table O in Appendix II.

+Indicates the number of faculty who actually had entries in any cell in each given row.

TABLE 32.4

MASTER PROFILE 3.4 (MP-3.4)

CASE STUDY INSTITUTION

Percentage Distribution of Average
Hours Per Person Per Week of Associate Professors
Expended on Each Activity, Across Institutional Outcomes*

(Total N = 96)

Type of Activity			N Number of Faculty+	Outcome Category							
				Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Hours Per Average Week
TEACHING ACTIVITIES	A.1	Scheduled Teaching	96	60.9%	7.2%	14.4%	2.9%	2.2%	5.1%	7.5%	100.0%
	A.2	Unscheduled Teaching	75	43.2%	5.2%	6.5%	2.1%	10.6%	17.3%	15.1%	100.0%
	A.3	Academic Program Advising	74	68.7%	1.0%	2.6%	2.2%	9.0%	3.1%	13.5%	100.0%
	A.4	Course & Curriculum Research & Development	76	39.4%	8.6%	6.9%	0.4%	19.5%	6.4%	18.9%	100.0%
		Teaching Subtotal	96	59.1%	6.9%	12.4%	2.6%	3.9%	5.9%	9.2%	100.0%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	60	14.7%	19.9%	4.9%	8.6%	9.6%	33.8%	8.3%	100.0%
	B.2	General Scholarship and Professional Development	87	12.2%	3.3%	1.9%	2.3%	6.2%	62.8%	11.3%	100.0%
		Research Subtotal	88	12.8%	10.6%	2.9%	3.9%	7.7%	51.8%	10.4%	100.0%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	66	66.5%	1.6%	2.8%	5.3%	11.8%	4.8%	7.2%	100.0%
	C.2	Administrative Duties	79	11.4%	1.0%	1.0%	2.0%	69.1%	2.6%	12.8%	100.0%
	C.3	Committee Participation	70	13.3%	1.8%	2.0%	3.4%	63.9%	1.3%	14.3%	100.0%
		Internal Service Subtotal	89	27.7%	1.9%	2.0%	3.2%	50.2%	3.5%	11.5%	100.0%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	47	11.8%	4.8%	3.2%	45.1%	10.3%	9.8%	15.1%	100.0%
		External Service Subtotal	47	11.8%	4.8%	3.2%	45.1%	10.3%	9.8%	15.1%	100.0%
GRAND TOTALS			96	45.6%	7.2%	9.0%	4.3%	11.0%	13.3%	9.6%	100.0%
Standard Deviation of Overall Distribution**				29.6%	9.7%	17.3%	6.5%	10.8%	10.7%	23.4%	--

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table P in Appendix II.

+Indicates the number of faculty who actually had entries in any cell in each given row.

TABLE 32.5

MASTER PROFILE 3.5 (MP-3.5)
CASE STUDY INSTITUTION

Percentage Distribution of Average
Hours Per Person Per Week of Assistant Professors
Expended on Each Activity, Across Institutional Outcomes*

(Total N = 141)

	Type of Activity	Number of Faculty+ N	Outcome Category							
			Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Hours Per Average Week
TEACHING ACTIVITIES	A.1 Scheduled Teaching	140	63.3%	13.1%	8.2%	2.6%	2.4%	5.4%	5.0%	100.0%
	A.2 Unscheduled Teaching	113	43.1%	5.8%	9.4%	2.2%	12.3%	20.1%	6.4%	100.0%
	A.3 Academic Program Advising	99	64.8%	2.6%	2.8%	1.1%	10.9%	1.9%	15.9%	100.0%
	A.4 Course & Curriculum Research & Development	114	37.2%	6.6%	5.6%	2.0%	21.5%	14.7%	12.4%	100.0%
	Teaching Subtotal	141	60.5%	11.6%	7.7%	2.8%	4.4%	6.6%	6.4%	100.0%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1 Specific Projects	109	11.7%	19.3%	4.5%	4.5%	12.7%	38.7%	8.6%	100.0%
	B.2 General Scholarship and Professional Development	128	15.8%	3.1%	3.7%	1.3%	4.0%	64.5%	7.6%	100.0%
	Research Subtotal	135	14.1%	9.4%	4.1%	2.9%	7.3%	55.1%	7.2%	100.0%
INTERNAL SERVICE ACTIVITIES	C.1 Student-Oriented Service	95	73.8%	2.3%	1.6%	0.8%	11.8%	3.5%	6.1%	100.0%
	C.2 Administrative Duties	117	11.1%	0.7%	0.5%	3.3%	71.7%	2.8%	9.8%	100.0%
	C.3 Committee Participation	95	8.6%	2.0%	4.6%	3.5%	69.6%	3.5%	8.3%	100.0%
	Internal Service Subtotal	134	31.0%	1.3%	2.2%	3.1%	49.4%	3.0%	10.1%	100.0%
PUBLIC SERVICE ACTIVITIES	D. General Professional Service/Advice Directed Outside the Institution	63	12.2%	1.0%	1.6%	61.3%	11.5%	8.7%	3.7%	100.0%
	External Service Subtotal	63	12.2%	1.0%	1.6%	61.3%	11.5%	8.7%	13.7%	100.0%
	GRAND TOTALS	141	47.5%	10.2%	6.5%	4.0%	9.0%	15.6%	7.3%	100.0%
	Standard Deviation of Overall Distribution**		26.9%	13.1%	14.1%	7.4%	9.8%	10.5%	19.8%	--

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table Q in Appendix II.

+Indicates the number of faculty who actually had entries in any cell in each given row.

TABLE 32.6

MASTER PROFILE 3.6 (MP-3.6)

CASE STUDY INSTITUTION

Percentage Distribution of Average
Hours Per Person Per Week of Other Academic Staff
Expended on Each Activity, Across Institutional Outcomes*

(Total N = 47)

		Type of Activity	N Number of Faculty+	Outcome Category							
				Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Hours Per Average Week
TEACHING ACTIVITIES	A.1	Scheduled Teaching	47	63.9%	8.7%	18.3%	1.2%	1.6%	6.1%	0.2%	100.0%
	A.2	Unscheduled Teaching	33	41.3%	11.1%	9.4%	1.6%	8.7%	27.6%	0.0%	100.0%
	A.3	Academic Program Advising	22	73.0%	0.0%	7.5%	0.0%	10.8%	4.1%	4.6%	100.0%
	A.4	Course & Curriculum Research & Development	35	42.6%	11.5%	11.9%	0.1%	14.9%	11.1%	8.0%	100.0%
		Teaching Subtotal	47	62.5%	8.5%	16.7%	1.4%	2.8%	7.3%	0.7%	100.0%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	28	16.0%	13.9%	11.6%	4.5%	7.9%	40.7%	5.4%	100.0%
	B.2	General Scholarship and Professional Development	44	19.0%	1.7%	0.8%	0.5%	3.0%	73.4%	1.6%	100.0%
		Research Subtotal	45	18.9%	5.1%	5.2%	1.1%	4.0%	63.4%	2.2%	100.0%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	31	66.3%	4.8%	0.0%	5.2%	11.9%	4.9%	6.8%	100.0%
	C.2	Administrative Duties	38	5.4%	0.6%	0.2%	2.9%	79.8%	3.0%	8.1%	100.0%
	C.3	Committee Participation	25	10.4%	3.4%	0.0%	3.4%	72.6%	2.2%	8.0%	100.0%
		Internal Service Subtotal	43	31.6%	2.8%	0.0%	2.7%	50.8%	4.2%	7.9%	100.0%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	16	6.2%	2.5%	0.0%	43.8%	16.6%	18.4%	12.5%	100.0%
		External Service Subtotal	16	6.2%	2.5%	0.0%	43.8%	16.6%	18.4%	12.5%	100.0%
		GRAND TOTALS	47	51.3%	6.4%	11.0%	2.0%	9.4%	17.4%	2.4%	100.0%
		Standard Deviation of Overall Distribution**		32.0%	9.2%	20.8%	2.9%	15.0%	13.1%	8.8%	--

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table R in Appendix II.

+Indicates the number of faculty who actually had entries in any cell in each given row.

TABLE 33.1

MASTER PROFILE 4.1 (MP-4.1)

CASE STUDY INSTITUTION

Percentage Distribution of Average
Hours Per Person Per Week of All Academic Staff
Expended Toward Each Institutional Outcome, Across Activities*

(Total N = 374)

		Type of Activity	Outcome Category							
			Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Percentage**
			N=353+	N=253	N=153	N=217	N=324	N=337	N=129	N=374
TEACHING ACTIVITIES	A.1	Scheduled Teaching	66.0%	50.3%	64.8%	30.6%	11.3%	18.9%	14.8%	54.4%
	A.2	Unscheduled Teaching	3.8%	5.2%	8.4%	3.9%	4.0%	5.7%	4.8%	3.9%
	A.3	Academic Program Advising	6.2%	0.9%	1.9%	0.7%	1.9%	0.5%	7.6%	2.7%
	A.4	Course & Curriculum Research & Development	3.5%	8.5%	7.0%	2.0%	6.7%	3.2%	13.6%	4.0%
		Teaching Subtotal	79.4%	64.9%	82.1%	37.2%	24.0%	28.2%	40.9%	65.1%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	2.6%	22.8%	8.1%	11.6%	7.6%	15.6%	8.9%	7.8%
	B.2	General Scholarship and Professional Development	3.6%	5.5%	4.3%	2.5%	4.2%	50.9%	13.7%	10.1%
		Research Subtotal	6.2%	28.4%	12.3%	14.1%	11.8%	66.5%	22.6%	17.9%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	9.9%	2.0%	1.6%	4.8%	3.9%	1.1%	7.9%	4.4%
	C.2	Administrative Duties	3.4%	1.9%	1.1%	7.8%	40.4%	1.8%	14.3%	8.3%
	C.3	Committee Participation	0.6%	1.1%	2.4%	2.2%	18.4%	0.5%	10.4%	2.2%
		Internal Service Subtotal	13.8%	5.0%	5.1%	14.8%	62.6%	3.4%	32.6%	15.0%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	0.5%	1.7%	0.4%	33.8%	1.6%	1.9%	4.0%	2.1%
		External Service Subtotal	0.5%	1.7%	0.4%	33.8%	1.6%	1.9%	4.0%	2.1%
		GRAND TOTALS	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table S in Appendix II.

+Indicates the number of faculty who actually had entries in any cell in each given row.

TABLE 33.2

MASTER PROFILE 4.2 (MP-4.2)

CASE STUDY INSTITUTION

Percentage Distribution of Average Hours
Per Person Per Week of Professors, Associate Professors, and
Assistant Professors Expended Toward Each Institutional Outcome, Across Activities*
(Total N = 327)

Type of Activity			Outcome Category							
			Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Percentage**
			N=310⁺	N=223	N=134	N=188	N=283	N=292	N=115	N=327
TEACHING ACTIVITIES	A.1	Scheduled Teaching	65.9%	50.1%	63.2%	30.2%	11.4%	18.8%	16.3%	54.3%
	A.2	Unscheduled Teaching	3.6%	4.7%	8.9%	3.0%	4.1%	5.5%	5.3%	3.8%
	A.3	Academic Program Advising	6.8%	1.0%	2.2%	0.8%	2.0%	0.5%	7.7%	2.9%
	A.4	Course & Curriculum Research & Development	3.6%	8.3%	6.8%	2.2%	6.8%	3.4%	12.5%	4.1%
		Teaching Subtotal	79.9%	64.1%	81.2%	36.2%	24.2%	28.2%	41.8%	65.2%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	2.6%	24.3%	8.4%	10.8%	7.6%	16.2%	9.0%	8.0%
	B.2	General Scholarship and Professional Development	3.7%	5.9%	4.1%	2.7%	3.9%	50.3%	13.5%	10.0%
		Research Subtotal	6.3%	30.2%	12.5%	13.5%	11.5%	66.5%	22.3%	18.0%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	9.1%	1.2%	1.8%	4.8%	4.0%	1.0%	6.7%	3.8%
	C.2	Administrative Duties	3.6%	1.5%	1.2%	7.2%	39.4%	1.9%	14.1%	8.5%
	C.3	Committee Participation	0.6%	1.1%	2.8%	2.2%	19.1%	0.5%	11.4%	2.4%
		Internal Service Subtotal	13.3%	3.8%	5.8%	14.2%	62.5%	3.4%	32.3%	14.6%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	0.6%	1.9%	0.5%	36.1%	1.8%	1.9%	3.5%	2.2%
		External Service Subtotal	0.6%	1.9%	0.5%	36.1%	1.8%	1.9%	3.5%	2.2%
GRAND TOTALS			100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

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*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table T in Appendix II.

⁺Indicates the number of faculty who actually had entries in any cell in each given row.

TABLE 33.3

MASTER PROFILE 4.3 (MP-4.3)

CASE STUDY INSTITUTION

Percentage Distribution of
Average Hours Per Person Per Week of Professors
Expended Toward Each Institutional Outcome, Across Activities*

(Total N = 90)

		Type of Activity	Outcome Category							
			Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Percentage**
			N=86+	N=58	N=34	N=54	N=77	N=75	N=30	N=90
TEACHING ACTIVITIES	A.1	Scheduled Teaching	61.6%	44.8%	65.8%	28.3%	5.5%	14.3%	18.6%	49.2%
	A.2	Unscheduled Teaching	4.0%	7.1%	5.6%	3.0%	3.2%	3.6%	5.8%	3.4%
	A.3	Academic Program Advising	8.2%	0.6%	0.2%	0.3%	1.7%	0.4%	2.9%	3.4%
	A.4	Course & Curriculum Research & Development	3.9%	11.4%	9.7%	2.3%	6.9%	4.3%	10.8%	4.1%
		Teaching Subtotal	77.7%	64.0%	81.4%	33.9%	17.4%	22.7%	38.1%	60.1%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	2.4%	20.1%	7.1%	8.1%	5.3%	10.8%	7.5%	5.8%
	B.2	General Scholarship and Professional Development	4.4%	10.5%	5.0%	3.4%	2.8%	61.1%	11.5%	10.6%
		Research Subtotal	6.8%	30.6%	12.1%	11.5%	8.2%	71.9%	18.9%	16.4%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	9.5%	0.0%	2.1%	4.0%	4.6%	0.3%	6.9%	4.6%
	C.2	Administrative Duties	4.6%	2.3%	2.1%	10.6%	45.0%	1.4%	11.8%	13.0%
	C.3	Committee Participation	0.5%	0.4%	1.7%	1.8%	22.7%	0.4%	18.1%	3.6%
		Internal Service Subtotal	14.7%	2.7%	5.9%	16.4%	72.3%	2.2%	36.9%	21.3%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	0.8%	2.8%	0.5%	38.1%	2.2%	3.3%	6.1%	2.3%
		External Service Subtotal	0.8%	2.8%	0.5%	38.1%	2.2%	3.3%	6.1%	2.3%
		GRAND TOTALS	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table U in Appendix II.

+Indicates the number of faculty who actually had entries in any cell in each given row.

TABLE 33.4

MASTER PROFILE 4.4 (MP-4.4)

CASE STUDY INSTITUTION

Percentage Distribution of Average
Hours Per Person Per Week of Associate Professors
Expended Toward Each Institutional Outcome, Across Activities*

(Total N = 96)

		Type of Activity	Outcome Category							
			Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Percentage**
			N=89+	N=60	N=43	N=50	N=80	N=84	N=36	N=96
TEACHING ACTIVITIES	A.1	Scheduled Teaching	63.9%	45.1%	72.5%	31.1%	13.5%	20.4%	19.4%	54.7%
	A.2	Unscheduled Teaching	4.1%	6.0%	3.4%	1.8%	3.9%	6.1%	7.1%	4.6%
	A.3	Academic Program Advising	7.2%	1.1%	3.1%	1.9%	1.8%	0.6%	3.3%	2.9%
	A.4	Course & Curriculum Research & Development	3.0%	10.2%	6.0%	0.2%	4.6%	3.1%	16.5%	3.6%
		Teaching Subtotal	78.1%	62.3%	85.0%	35.0%	23.7%	30.3%	46.4%	65.8%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	2.6%	27.6%	7.4%	12.6%	4.9%	13.3%	1.5%	6.6%
	B.2	General Scholarship and Professional Development	3.6%	3.0%	1.8%	3.9%	6.2%	49.8%	13.2%	9.9%
		Research Subtotal	6.2%	30.6%	9.2%	16.5%	11.1%	63.1%	14.6%	16.6%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	10.8%	2.1%	0.1%	10.2%	4.8%	1.4%	9.3%	4.2%
	C.2	Administrative Duties	3.5%	1.9%	2.1%	6.7%	40.4%	2.9%	15.2%	8.5%
	C.3	Committee Participation	0.7%	0.9%	2.6%	1.7%	17.7%	0.2%	9.8%	2.3%
		Internal Service Subtotal	15.0%	5.0%	4.8%	18.7%	63.0%	4.5%	3.4%	15.0%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	0.7%	2.2%	1.0%	29.8%	2.2%	2.1%	4.5%	2.7%
		External Service Subtotal	0.7%	2.2%	1.0%	29.8%	2.2%	2.1%	4.5%	2.7%
GRAND TOTALS			100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table V in Appendix II.

+Indicates the number of faculty who actually had entries in any cell in each given row.

TABLE 33.5

MASTER PROFILE 4.5 (MP-4.5)

CASE STUDY INSTITUTION

Percentage Distribution of Average
Hours Per Person Per Week of Assistant Professors
Expended Toward Each Institutional Outcome, Across Activities*

(Total N = 141)

	Type of Activity	Outcome Category							
		Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Percentage**
		N=135+	N=105	N=57	N=78	N=126	N=133	N=49	N=141
TEACHING ACTIVITIES	A.1 Scheduled Teaching	69.9%	55.9%	54.7%	30.9%	13.6%	20.3%	12.5%	57.3%
	A.2 Unscheduled Teaching	30.8%	2.7%	15.0%	4.0%	4.8%	6.3%	3.7%	3.6%
	A.3 Academic Program Advising	5.6%	1.1%	2.6%	0.4%	2.3%	0.4%	13.8%	2.7%
	A.4 Course & Curriculum Research & Development	3.8%	5.4%	5.8%	3.5%	8.0%	3.0%	10.6%	4.4%
	Teaching Subtotal	82.4%	65.2%	78.1%	38.7%	28.7%	30.1%	40.7%	68.0%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1 Specific Projects	2.7%	24.9%	9.8%	11.3%	10.8%	21.1%	15.5%	10.2%
	B.2 General Scholarship and Professional Development	3.3%	5.0%	5.3%	1.4%	3.0%	44.4%	14.6%	9.8%
	Research Subtotal	6.0%	29.8%	15.1%	12.7%	13.9%	65.6%	30.1%	20.0%
INTERNAL SERVICE ACTIVITIES	C.1 Student-Oriented Service	7.7%	1.2%	2.9%	1.5%	3.0%	1.1%	4.7%	2.9%
	C.2 Administrative Duties	3.0%	0.8%	0.1%	5.1%	35.4%	1.5%	14.7%	5.6%
	C.3 Committee Participation	0.6%	1.6%	3.6%	2.9%	17.8%	0.8%	8.5%	1.7%
	Internal Service Subtotal	11.3%	3.6%	6.6%	9.5%	56.2%	3.3%	27.9%	10.2%
PUBLIC SERVICE ACTIVITIES	D. General Professional Service/Advice Directed Outside the Institution	0.3%	1.3%	0.2%	39.1%	1.2%	1.1%	1.2%	1.9%
	External Service Subtotal	0.3%	1.3%	0.2%	39.1%	1.2%	1.1%	1.2%	1.9%
	GRAND TOTALS	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table W in Appendix II.

+Indicates the number of faculty who actually had entries in any cell in each given row.

TABLE 33.6

MASTER PROFILE 4.6 (MP-4.6)

CASE STUDY INSTITUTION

Percentage Distribution of Average
Hours Per Person Per Week of Other Academic Staff
Expended Toward Each Institutional Outcome, Across Activities*

(Total N = 47)

		Type of Activity	Outcome Category							
			Student Growth & Development	Development of New Knowledge and Art Forms	Inseparable Combination of (j) and (k)	Community Development and Service	General Institutional Support	Personal Professional Growth	Not Distributed	Total Percentage**
			N=353+	N=253	N=153	N=217	N=324	N=337	N=129	N=374
TEACHING ACTIVITIES	A.1	Scheduled Teaching	66.6%	51.9%	75.8%	33.6%	11.0%	19.1%	3.0%	55.3%
	A.2	Unscheduled Teaching	4.9%	8.7%	4.7%	9.2%	3.6%	6.7%	0.0%	4.8%
	A.3	Academic Program Advising	2.0%	0.0%	0.3%	0.0%	1.3%	0.2%	7.1%	1.4%
	A.4	Course & Curriculum Research & Development	2.9%	10.6%	7.7%	1.0%	6.7%	2.1%	22.9%	3.2%
		Teaching Subtotal	76.3%	71.2%	88.5%	43.9%	22.7%	28.1%	33.0%	64.7%
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	2.3%	11.6%	6.2%	16.9%	7.4%	11.8%	7.9%	6.5%
	B.2	General Scholarship and Professional Development	3.0%	3.0%	5.3%	1.0%	6.0%	54.9%	16.7%	10.5%
		Research Subtotal	5.3%	14.6%	11.4%	18.0%	13.3%	66.7%	24.6%	17.0%
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	15.9%	8.0%	0.0%	4.6%	3.2%	2.0%	17.1%	9.1%
	C.2	Administrative Duties	1.8%	4.8%	0.1%	12.0%	47.0%	1.3%	16.1%	6.9%
	C.3	Committee Participation	0.2%	1.2%	0.0%	2.2%	13.2%	0.1%	1.6%	1.2%
		Internal Service Subtotal	18.0%	14.0%	0.1%	18.7%	63.4%	3.4%	34.9%	17.2%
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	0.5%	0.2%	0.0%	19.5%	0.6%	1.8%	7.5%	1.0%
		External Service Subtotal	0.5%	0.2%	0.0%	19.5%	0.6%	1.8%	7.5%	1.0%
		GRAND TOTALS	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

*Row and column totals may not sum correctly because of rounding errors.

**For a detailed display of standard deviations and relative dispersions for each cell, see Table X in Appendix II.

+Indicates the number of faculty who actually had entries in any cell in each given row.

For the case study institution, only Staffing Profiles SP-1 (Table 34) and SP-2 (Table 35) have been created. They serve to summarize much of the data that were displayed in the master profiles. What conclusions can be drawn from these two profiles? Perhaps most obvious is the fact that, on a relative basis, the typical professor tends to be more involved in administrative duties than do those of other ranks and that this involvement appears to be at the expense of both teaching and research activities. That these distributions are the result of planning or traditional practice is not possible to decipher from the data. To judge whether or not this conclusion is satisfactory clearly is a matter left to the concerns of interested parties at the institution.

As was the case with the master profiles, the user is encouraged to examine the staffing profiles for Appalachian State in detail in order to develop many more insights than those briefly alluded to here.

The reader should realize that the data displayed both in the master profiles and staffing profiles derive from a faculty whose activities are widely dispersed. Thus, the mean values may not reflect the full picture. Table 30.3 (p. 95) indicates, for example, that even though they typical professor works 66.8 hours per week, the standard deviation is 20.1 hours, which implies that the range of time worked by professors in an average week is really quite broad. Appendix II contains tables that display the standard deviations and relative dispersions calculated for the cells in Tables 30.1 through 33.6.

TABLE 34

STAFFING PROFILE 1 (SP-1)

CASE STUDY INSTITUTION

Average Hours Per Person Per Week Expended on Professional Activities by Academic Position Classification

(Total N-374)

			Academic Position Classification**					
		Type of Activity	Professor N=90	Associate Professor N=96	Assistant Professor N=141	Professor, Associate Professor, Assistant Professor N-327	Other Academic * Staff N=47	All Academic Staff N=374
TEACHING ACTIVITIES	A.1	Scheduled Teaching	31.0	35.7	37.1	35.0	32.8	34.7
	A.2	Unscheduled Teaching	2.4	3.2	2.4	2.6	2.7	2.6
	A.3	Academic Program Advising	2.4	2.2	1.8	2.0	0.8	1.9
	A.4	Course & Curriculum Research & Development	2.8	2.6	3.0	2.8	2.3	2.7
		Teaching Subtotal	38.6	43.5	44.2	42.5	38.6	42.0
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	4.2	4.5	7.0	5.5	4.6	5.4
	B.2	General Scholarship and Professional Development	7.4	6.6	6.5	6.8	6.4	6.7
		Research Subtotal	11.6	11.1	13.6	12.3	11.0	12.1
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	3.1	2.9	2.1	2.6	6.5	3.1
	C.2	Administrative Duties	9.5	6.3	3.9	6.1	4.4	5.9
	C.3	Committee Participation	2.4	1.6	1.2	1.7	0.8	1.6
		Internal Service Subtotal	15.0	10.8	7.2	10.4	11.7	10.6
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	1.6	2.3	1.3	1.7	0.6	1.6
		External Service Subtotal	1.6	2.3	1.3	1.7	0.6	1.6
		Grand Totals	66.8	67.7	66.3	66.9	61.9	66.2

*Includes Lecturers, Graduate Assistants, Adjunct Professors, etc.
**Row and column totals may not sum correctly because of rounding errors.

TABLE 35

STAFFING PROFILE 2 (SP-2)

CASE STUDY INSTITUTION

Percentage Distribution of Average Hours Per Person Per Week on Professional Activities by Academic Position Classification

(Total N-374)

		Type of Activity	Academic Position Classification**					
			Professor N=90	Associate Professor N=96	Assistant Professor N=141	Professor, Associate Professor, Assistant Professor N-327	Other Academic* Staff N=47	All Academic Staff N=374
TEACHING ACTIVITIES	A.1	Scheduled Teaching	49.2%	54.7%	57.3%	54.3%	55.3%	54.4%
	A.2	Unscheduled Teaching	3.4	4.6	3.6	3.8	4.8	3.9
	A.3	Academic Program Advising	3.4	2.9	2.7	2.9	1.4	2.7
	A.4	Course & Curriculum Research & Development	4.0	3.6	4.4	4.1	3.2	4.0
		Teaching Subtotal	60.1	65.7	68.0	65.2	64.7	65.1
RESEARCH, SCHOLARSHIP & CREATIVE WORK ACTIVITIES	B.1	Specific Projects	5.8	6.6	10.2	8.0	6.5	7.8
	B.2	General Scholarship and Professional Development	10.6	9.9	9.8	10.0	10.5	10.1
		Research Subtotal	16.4	16.6	20.0	18.0	17.0	17.9
INTERNAL SERVICE ACTIVITIES	C.1	Student-Oriented Service	4.6	4.2	2.9	3.8	9.1	4.4
	C.2	Administrative Duties	13.0	8.5	5.6	8.5	6.9	8.3
	C.3	Committee Participation	3.6	2.3	1.7	2.4	1.2	2.2
		Internal Service Subtotal	21.3	15.0	10.2	14.6	17.2	15.0
PUBLIC SERVICE ACTIVITIES	D.	General Professional Service/Advice Directed Outside the Institution	2.3	2.7	1.9	2.2	1.0	2.1
		External Service Subtotal	2.3	2.7	1.9	2.2	1.0	2.1
		Grand Totals	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

*Includes Lecturers, Graduate Assistants, Adjunct Professors, etc.

**Row and column totals may not sum correctly because of rounding errors.

Tables 36 and 37 display the distribution of average hours per person per week by actual hours and percentages, respectively, across 14 major groupings of discipline categories.

Table 36 shows that the amount of time devoted to scheduled teaching activities ranges from 25.1 in military science to 41.1 in home economics; unscheduled teaching from 0.9 in home economics to 3.7 in foreign languages and mathematics; 0.2 hours in foreign languages to 6.1 hours in education for student-oriented service. Table 37 displays the percentage distributions of these same hours.

Additional analysis of these distributions could be created by disaggregating Tables 36 and 37 by faculty rank, course level, method of instruction, and specific discipline. Table 38, for example, displays examples of a more detailed breakdown of the data for three faculty ranks, for a few selected specific disciplines, and only for faculty time devoted to teaching activities; this table could be recreated based on percentages as well. In analyzing the calculations the analyst ought to be acquainted with full-time/part-time distributions, as well as with the total number of data points from which the various calculations have been made.

TABLE 36

CASE STUDY INSTITUTION

Average Hours Per Person Per Week Expended by All Academic Ranks on Professional Activities for Each Discipline Category

DISCIPLINE CATEGORIES	Number of Faculty in Each Discipline Category	Type of Activity														Grand Totals
		A.1 Scheduled Teaching	A.2 Unscheduled Teaching	A.3 Academic Program Advising	A.4 Course & Curriculum Research & Development	Teaching Subtotal	B.1 Specific Projects	B.2 General Scholarship & Professional Development	Research Subtotal	C.1 Student-Oriented Service	C.2 Administrative Duties	C.3 Committee Participation	Internal Service Subtotal	D. General Professional Service/Advice Directed Outside the Institution	External Service Subtotal	
Biological Sciences	14	35.1	1.0	2.4	2.2	40.7	4.3	5.3	9.6	3.3	1.7	0.8	5.7	2.3	2.3	58.4
Business & Management	21	31.8	2.1	2.0	2.1	38.0	4.4	5.1	9.5	1.6	9.0	1.6	12.2	2.1	2.1	61.8
Education	99	31.2	3.3	2.2	2.9	39.6	3.9	6.6	10.5	6.1	7.8	1.4	15.3	2.3	2.3	67.7
Fine & Applied Arts	35	36.2	2.3	1.5	2.3	42.3	8.9	10.7	19.6	1.8	9.0	1.9	12.7	2.1	2.1	76.6
Foreign Languages	10	32.5	3.7	1.0	1.6	38.8	7.8	4.8	12.5	0.2	2.4	0.5	3.1	0.2	0.2	54.6
Health Professions	12	29.7	2.4	2.7	2.7	37.6	4.8	9.0	13.8	4.4	7.9	1.2	13.6	1.1	1.1	66.0
Home Economics	7	41.1	0.9	2.1	0.7	44.8	0.1	5.4	5.6	1.2	4.6	0.8	6.6	0.5	0.5	57.5
Letters	39	40.0	2.1	1.6	2.1	45.8	3.6	5.3	8.9	1.7	4.7	1.9	8.3	0.4	0.4	63.4
Library Science	9	38.9	2.4	3.8	6.0	51.1	2.3	6.0	8.3	1.5	7.5	2.7	11.7	1.5	1.5	72.5
Mathematics	18	34.5	3.7	1.0	2.5	41.6	5.7	4.1	9.8	1.4	2.8	1.0	5.2	0.8	0.8	57.3
Military Sciences	6	25.1	1.2	2.1	1.2	29.5	2.1	8.3	10.4	6.0	11.0	0.4	17.4	3.2	3.2	60.5
Physical Sciences	19	34.5	2.3	0.9	2.2	39.9	6.9	4.4	11.3	1.7	3.6	0.9	6.2	0.8	0.8	58.1
Psychology	20	39.6	3.6	1.2	4.8	49.2	3.7	6.0	9.7	2.7	3.7	1.7	8.2	1.5	1.5	68.6
Social Sciences	65	36.5	2.3	2.0	3.0	43.9	8.5	8.0	16.5	1.9	3.7	2.0	7.6	1.2	1.2	69.2
Grand Totals	374	34.7	2.6	1.9	2.7	42.0	5.4	6.7	12.1	3.1	5.9	1.6	10.6	1.6	1.6	66.2

TABLE 37

CASE STUDY INSTITUTION

Percentage Distribution of Average Hours Per Person Per Week Expended by All Academic Ranks on Professional Activities for Each Discipline Category

DISCIPLINE CATEGORIES	Number of Faculty in Each Discipline Category	Type of Activity														Grand Totals
		A.1 Scheduled Teaching	A.2 Unscheduled Teaching	A.3 Academic Program Advising	A.4 Course & Curriculum Research & Development	Teaching Subtotal	B.1 Specific Projects	B.2 General Scholarship & Professional Development	Research Subtotal	C.1 Student-Oriented Service	C.2 Administrative Duties	C.3 Committee Participation	Internal Service Subtotal	D. General Professional Service/Advice Directed Outside the Institution	External Service Subtotal	
Biological Sciences	14	60.9%	1.6%	3.7%	4.0%	70.2%	7.6%	9.2%	16.8%	5.2%	3.2%	1.4%	9.9%	3.2%	3.2%	100.0%
Business & Management	21	53.4	3.3	3.4	3.3	63.4	6.7	8.4	15.1	2.6	13.1	2.4	18.1	3.3	3.3	100.0%
Education	99	48.5	5.0	3.1	4.1	60.7	5.6	9.8	15.4	8.2	11.0	2.0	21.1	2.7	2.7	100.0%
Fine & Applied Arts	35	48.3	2.9	1.9	3.1	56.2	12.4	14.2	26.6	2.4	9.7	2.3	14.3	2.9	2.9	100.0%
Foreign Languages	10	62.8	5.2	1.8	2.5	72.4	12.7	8.6	21.3	0.3	4.7	0.9	6.0	0.4	0.4	100.0%
Health Professions	12	48.1	3.6	4.1	3.9	59.7	7.7	12.5	20.2	6.8	9.9	1.8	18.5	1.6	1.6	100.0%
Home Economics	7	71.6	1.5	3.7	1.4	78.2	0.2	9.4	9.7	2.2	7.6	1.4	11.3	0.8	0.8	100.0%
Letters	39	63.9	3.3	2.4	3.3	72.9	5.3	8.4	13.7	2.8	7.3	2.7	12.8	0.6	0.6	100.0%
Library Science	9	55.6	2.7	5.3	7.5	71.1	2.7	7.4	10.1	2.0	10.7	3.9	16.6	2.2	2.2	100.0%
Mathematics	18	64.2	5.4	1.5	3.5	74.7	9.2	7.7	17.0	2.2	3.4	1.5	7.2	1.2	1.2	100.0%
Military Sciences	6	42.5	1.8	3.8	1.9	50.0	2.5	12.8	15.4	10.6	18.0	0.7	29.3	5.4	5.4	100.0%
Physical Sciences	19	61.6	4.3	1.6	3.4	70.9	10.0	7.3	17.3	3.1	5.8	1.7	10.5	1.2	1.2	100.0%
Psychology	20	55.9	5.6	1.7	7.3	70.4	4.6	8.7	13.3	4.8	6.4	3.0	14.3	2.0	2.0	100.0%
Social Sciences	65	54.1	3.3	2.8	4.4	64.7	11.6	11.9	23.5	2.4	5.1	2.7	10.2	1.6	1.6	100.0%
Grand Totals	374	54.4	3.9	2.7	4.0	65.1	7.8	10.1	17.9	4.4	8.3	2.2	15.0	2.1	2.1	100.0%

TABLE 38

CASE STUDY INSTITUTION

Average Hours Per Person Per Week, Standard Deviations, and
Relative Dispersions Calculated for Teaching Activities of Professors,
Associate Professors, and Assistant Professors in Six Selected Discipline Categories

Discipline Categories	Academic Position Classification	Teaching Activity Categories											
		A.1 Scheduled Teaching			A.2 Unscheduled Teaching			A.3 Academic Pgm. Advising			A.4 Course & Curric. Research & Dev.		
		Mean μ	Standard Deviation σ	Relative Dispersion μ/σ	Mean μ	Standard Deviation σ	Relative Dispersion μ/σ	Mean μ	Standard Deviation σ	Relative Dispersion μ/σ	Mean μ	Standard Deviation σ	Relative Dispersion μ/σ
Biological Sciences	Professor	28.7	7.5	0.3	0.5	0.5	1.0	1.2	1.0	0.8	1.4	1.0	0.7
	Associate Prof.	43.3	7.4	0.2	2.0	2.8	1.4	7.5	6.4	0.9	0.5	0.7	1.4
	Assistant Prof.	37.6	11.5	0.3	1.0	1.4	1.4	1.8	2.0	1.1	3.2	3.5	1.1
Business and Management	Professor	27.8	15.5	0.6	1.5	0.9	0.6	3.0	2.0	0.7	2.3	2.3	1.0
	Associate Prof.	28.0	11.6	0.4	3.4	2.6	0.8	2.0	1.5	0.8	2.7	2.8	1.0
	Assistant Prof.	35.2	7.3	0.2	1.5	1.3	0.9	2.0	2.4	1.2	1.7	1.3	0.8
Education	Professor	28.1	11.6	0.4	2.3	3.4	1.5	3.3	4.0	1.2	2.2	1.8	0.8
	Associate Prof.	33.2	24.5	0.7	4.6	10.3	2.2	2.7	5.8	2.1	3.6	3.8	1.1
	Assistant Prof.	33.1	16.2	0.5	2.8	2.5	0.9	1.6	1.9	1.2	2.4	2.4	1.0
Fine and Applied Arts	Professor	29.7	17.9	0.6	1.3	2.0	1.6	3.2	3.5	1.1	3.4	4.5	1.3
	Associate Prof.	37.3	10.0	0.3	3.5	4.6	1.3	1.2	0.9	0.8	2.0	1.4	0.7
	Assistant Prof.	40.5	24.8	0.6	2.2	2.5	1.1	1.4	1.3	0.9	2.0	2.8	1.4
Foreign Languages	Professor	32.7	9.5	0.3	0.3	0.6	2.0	0.7	1.2	1.6	0.3	0.6	2.0
	Associate Prof.	30.7	8.9	0.3	0.0	0.0	0.0	1.0	1.4	1.4	0.0	0.0	0.0
	Assistant Prof.	33.2	6.1	0.2	7.2	11.8	1.6	1.1	1.3	1.2	3.0	4.0	1.3
Health Professions	Professor	17.8	12.4	0.7	2.0	2.8	1.4	4.5	0.7	0.2	4.0	1.4	0.4
	Associate Prof.	29.0	3.6	0.1	1.8	1.7	0.9	2.5	2.5	1.0	2.7	1.5	0.6
	Assistant Prof.	34.3	5.1	0.1	1.3	1.0	0.7	3.5	4.4	1.3	2.6	2.2	0.9

In addition to the kinds of information displayed in Tables 36, 37, and 38, and in similarly constructed tables for all activities, the survey instrument created by NCHEMS may be useful for providing insights regarding faculty activities and the operation of the institution. This is especially true with regard to teaching information where the survey instrument provides a variety of measures besides average hours per week that relate to courses and faculty teaching activities. The data gathered during the pilot test at Appalachian State can be used to illustrate some of these insights, as described in the following paragraphs.

Teaching Information: Course Level

Conventional wisdom about higher education traditionally has held that significant differences exist in the time required to teach courses of different levels such as lower division, upper division, and graduate. At Appalachian State, for example, there appears to be a variation across course levels but not in the expected way. In addition to a number of other measures that vary by course level, Table 39 indicates in column 7 that the mean "average total hours reported by faculty for (each) course" do, in fact, vary by course level, but that both lower division and upper division courses, on the average, require more time at Appalachian State than do graduate courses. An examination of columns 4, 5, and 6 in Table 39 indicates that this difference derives not only from the formal contact hours required to teach the course but also from other contact hours and preparation and administration time associated with the course.

Table 39 also indicates the following:

- There is a wide variation in the average enrollments (column 2) by level of course.
- The average formal contact hours (column 4) tend to decrease as the course level increases.
- The average student credit hours (course credit X student enrollments for each course) (column 8) decrease significantly as the course level increases, due primarily to the much smaller average enrollments in graduate courses.

TABLE 39

CASE STUDY INSTITUTION

Teaching Information by Course Level

Course Level		Mean Value Per Course										
		Total Number of Courses (1)	Average Enrollments (2)	Average Credit Hours (3)	Average Formal Contact Hours (4)	Average Other Contact Hours (5)	Average Preparation and Administration (6)	Average Total Hours Reported for Course (7)	Credit X Enrollment (8)	Total Hours Reported for Course / Formal Contact Hr. (9)	Total Hours Reported for Course / Enrollments of Course (10)	Credit X Enrollment / Total Hours Reported for Course (11)
Preparatory	Mean	4	30.8	1.0	2.8	1.7	0.6	5.0	1.5	1.7	0.7	0.8
	Standard Deviation		29.2	1.0	1.3	1.5	0.5	3.1	1.7	0.4	0.6	0.8
Lower	Mean	761	25.5	2.5	2.8	1.4	3.1	7.3	67.2	2.5	0.6	8.7
	Standard Deviation		22.9	1.3	1.3	1.4	2.8	4.2	74.1	1.4	0.6	9.5
Upper	Mean	739	16.1	3.7	2.6	1.9	3.4	7.9	51.9	2.6	1.2	6.4
	Standard Deviation		14.3	3.1	1.7	2.2	2.8	4.7	45.0	1.7	1.6	5.5
Upper Div./ Graduate	Mean	5	8.2	2.6	0.6	0.8	1.6	3.0	24.2	0.7	0.7	5.1
	Standard Deviation		13.4	0.8	1.2	1.6	1.2	4.0	40.5	1.5	0.3	3.5
Graduate	Mean	246	7.0	3.0	2.0	1.6	2.6	6.2	20.7	2.3	1.8	3.5
	Standard Deviation		8.1	1.3	1.6	1.9	3.0	4.8	24.4	1.6	2.2	3.4
Other	Mean	6	13.5	1.3	2.2	2.0	3.0	7.2	16.5	4.1	0.3	1.9
	Standard Deviation		11.0	1.2	1.4	1.4	1.4	2.7	22.0	2.4	0.2	2.2
Total	Mean	1761	18.9	3.1	2.6	1.6	3.1	7.4	53.8	2.5	1.0	7.0
	Standard Deviation		19.2	2.3	1.5	1.8	2.8	4.5	59.6	1.6	1.5	7.5

Teaching Information: Method of Instruction

The method of instruction used in a given course appears to have considerable influence upon the amount of teaching activity at the case study institution. Table 40 illustrates the way that several measures of instructional activities vary across the different methods of instruction. These calculations suggest the following:

- Tutorial and independent methods of instruction seem to be similar as they affect the use of faculty resources. Courses in which one or the other method is used require about the same number of total hours per course (column 7: 3.1 versus 3.4 hours); similar amounts of preparation time (column 6: 1.0 versus 1.0 hours); faculty time devoted to each student is about the same (column 10: 2.0 versus 1.7 hours); credit hours generated for each faculty hour are about the same (column 11: 3.0 versus 3.1); and the reported hours per formal contact hour are about the same (column 9: 1.5 versus 1.7).

- The ratio of total reported hours to formal contact hours (column 9) in recitation/discussion (3.0), seminar courses (3.0), and lecture courses (3.0) is greater than it is for either independent study (1.5) or tutorial (1.7) courses.

- The student credit hours produced for each faculty hour (column 11) are highest in lecture (10.5) and program (11.1) and lowest in independent study (3.0).

- Independent study and tutorial methods (column 10) demand the greatest number of faculty hours per student (2.0 for independent study and 1.7 for tutorial).

TABLE 40

CASE STUDY INSTITUTION

Teaching Information by Method of Instruction

Method of Instruction	Values Per Course											
	Total Number of Courses (1)	Average Enrollments (2)	Average Credit Hours (3)	Average Formal Contact Hours (4)	Average Other Contact Hours (5)	Average Preparation and Administration (6)	Average Total Hours Reported for Course (7)	Credit X Enrollment (8)	Total Hours Reported for Course / Formal Contact Hr. (9)	Total Hours Reported for Course / Enrollments of Course (10)	Credit X Enrollment / Total Hours Reported for Course (11)	Statistical Calculation (12)
Lecture	674	28.3	3.1	3.3	1.8	4.3	9.3	86.1	3.0	0.7	10.5	Mean
		21.4	0.7	1.1	1.5	2.7	3.5	66.3	1.3	1.3	9.2	St. Dev.
Laboratory	311	17.0	2.7	2.8	1.9	2.5	7.1	30.3	2.3	1.0	4.2	Mean
		13.5	3.7	1.6	2.1	2.5	4.4	37.2	1.7	1.7	4.9	St. Dev.
Recitation/ Discussion	257	23.1	3.1	2.9	1.9	4.3	9.1	69.6	3.0	0.6	7.9	Mean
		12.4	1.6	1.0	1.6	2.7	3.6	39.0	1.2	0.5	4.5	St. Dev.
Seminar	78	15.4	3.1	2.5	1.7	3.7	7.9	37.8	3.0	1.2	5.1	Mean
		23.8	1.7	1.0	1.7	3.1	4.3	34.3	1.5	1.2	4.5	St. Dev.
Independent Study	236	3.0	3.0	1.0	1.2	1.0	3.1	9.3	1.5	2.0	3.0	Mean
		7.6	1.3	1.5	2.5	1.4	4.1	26.5	1.6	1.8	3.5	St. Dev.
Tutorial	175	2.6	3.8	1.5	0.9	1.0	3.4	14.0	1.7	1.7	3.1	Mean
		2.9	4.3	1.4	1.8	2.0	3.4	31.4	2.2	1.3	4.5	St. Dev.
Program	5	13.2	5.4	0.8	2.0	1.2	4.0	46.8	1.1	1.0	11.1	Mean
		12.8	4.8	1.2	1.1	0.4	1.5	35.1	1.3	1.0	8.0	St. Dev.
Other	25	19.8	2.3	2.1	1.7	3.3	7.0	63.4	2.5	0.6	7.7	Mean
		18.1	2.2	1.4	1.3	3.5	4.7	115.9	1.7	0.8	13.5	St. Dev.
Total	1761	18.9	3.1	2.6	1.6	3.1	2.4	53.8	2.5	1.0	7.0	Mean
		19.2	2.3	1.5	1.8	2.8	4.5	59.6	1.6	1.5	7.5	St. Dev.

Teaching Information: Academic Position Classification

Table 41 illustrates some teaching measures by academic position classification, a few of which appear to vary with faculty rank at the case study institution. For example, the higher the rank, the lower the average total enrollments (column 1), the lower the average hours in scheduled teaching (column 6), the lower the credit hour production (column 7), and the lower the hours in scheduled teaching per formal contact hour (column 8). Although the other measures do not vary in a pattern, some do vary considerably. For example, the mean preparation and administration time (column 5) is significantly higher for assistant professors (16.6 hours) than for professors (13.9 hours) or associate professors (14.1 hours).

TABLE 41

CASE STUDY INSTITUTION

Teaching Information by Academic Position Classification

Academic Position Classification	Statistical Calculation	Mean Value Per Faculty Member											
		Total Enrollments (1)	Total Credit Hours (2)	Formal Contact Hours (3)	Other Contact Hours (4)	Preparation & Administration (5)	Hours in Scheduled Teaching (6)	Credit X Enrollment (7)	Hrs. in Schd. Teaching / Formal Contact Hours (8)	Hrs. in Schd. Teaching / Enrollments (9)	Hrs. in Schd. Teaching / Enroll. X Contact Hr. (10)	Number Course Sections (11)	Enrollment / Number Course Sections (12)
Professor (N=90)	Mean	78.7	16.0	10.5	6.7	13.9	31.0	239.5	2.5	1.0	0.4	4.8	19.2
	St.Dev.	51.3	12.1	5.5	5.4	8.3	14.7	143.7	1.0	0.8	0.5	2.8	14.1
Associate Professor (N=96)	Mean	87.6	14.3	12.8	8.8	14.1	35.7	257.3	2.8	1.0	0.4	4.7	21.4
	St.Dev.	65.4	9.6	8.5	7.8	7.0	17.5	179.4	1.0	0.8	0.4	3.0	18.1
Assistant Professor (N=141)	Mean	91.9	14.8	12.7	8.0	16.6	37.3	266.8	2.9	1.0	0.4	4.6	21.5
	St.Dev.	53.0	10.6	6.4	9.1	9.4	16.4	131.0	1.6	1.1	0.5	2.3	12.4
Other Academic Staff (N=47)	Mean	103.6	11.1	12.9	6.8	13.1	32.8	236.9	2.6	0.7	0.3	5.0	23.2
	St.Dev.	53.0	6.3	6.3	5.1	8.4	14.2	115.5	0.9	0.5	0.3	2.6	8.1
Total (N=374)	Mean	89.1	14.5	12.2	7.8	14.9	34.8	254.0	2.7	0.9	0.4	4.7	21.2
	St.Dev.	56.6	10.4	6.9	7.6	8.6	16.3	146.8	1.3	0.9	0.4	2.7	14.1

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Teaching Information: Discipline Category

Table 42 displays the same teaching measures as are contained in Table 41 for each discipline category at Appalachian State. As illustrated, there are some major differences in the teaching patterns across these disciplines. The question that surfaces concerns the reasons for these differences: Are the differences the result of the different teaching styles required for different disciplines? One could address the question subjectively or by comparing the faculty's teaching patterns with those of faculty at another, similar institution. In the analysis of some of the faculty activity pilot test data, the latter was done by comparing the teaching activity measure (Hours in Scheduled Teaching) ÷ (Formal Contact Hours) of the faculties of two institutions, Appalachian State University and College of Wooster (Ohio), another of the faculty activity analysis pilot test institutions. When the common discipline categories in these two institutions were compared, some strong similarities were observed in the mean value of the ratio of scheduled teaching time to contact hours, as illustrated in Table 43. The ratios of the first five disciplines of Table 43 are very similar, whereas those of the last four disciplines appear to be quite different. Interpretation of the ratios displayed in Table 43 should be guided by the fact that the discipline category titles might represent different methods, course levels, and/or different instruction philosophies of the departments in the two schools. Only by comparing many more institutions over a substantial period of time could a definitive judgment be considered. This display serves only to illustrate that the possibility may exist.

TABLE 42

CASE STUDY INSTITUTION

Teaching Information by Discipline Category

Discipline Category	Statistical Calculation	Mean Value Per Faculty Member											
		Total Enrollments (1)	Total Credit Hours (2)	Formal Contact Hours (3)	Other Contact Hours (4)	Preparation & Administration (5)	Hours in Scheduled Teaching (6)	Credit X Enrollment (7)	Hrs. in Schd. Teaching / Formal Contact Hours (8)	Hrs. in Schd. Teaching / Enrollments (9)	Hrs. in Schd. Teaching / Enroll. X Contact Hr. (10)	Number Course Sections (11)	Enrollment / Number Course Sections (12)
Biological Sciences	Mean	154.5	9.8	11.3	8.4	15.5	35.2	276.1	2.2	0.5	0.2	6.4	24.2
	St.Dev.	60.0	2.4	2.7	6.9	7.4	10.6	103.1	0.8	0.4	0.1	1.2	7.6
Business and Management	Mean	115.7	11.8	9.9	7.1	14.8	31.8	349.3	2.8	0.6	0.2	3.8	33.3
	St.Dev.	44.0	4.2	3.6	4.4	6.2	9.8	129.3	0.7	0.8	0.2	1.4	14.1
Education	Mean	70.1	18.8	11.3	7.7	12.2	31.2	220.3	2.6	1.0	0.4	4.5	17.8
	St.Dev.	48.8	16.7	9.3	7.4	7.6	17.6	121.4	1.9	1.2	0.6	3.2	10.1
Fine and Applied Arts	Mean	99.3	16.3	18.4	6.4	11.4	36.2	237.0	2.1	1.2	0.6	7.4	21.3
	St.Dev.	89.5	9.4	10.0	6.1	6.7	18.0	265.5	0.7	1.1	0.5	4.3	31.7
Foreign Languages	Mean	62.6	11.7	11.4	4.0	17.2	32.5	174.0	2.7	1.0	0.4	4.1	15.0
	St.Dev.	19.5	2.5	1.6	3.0	5.0	6.4	60.8	0.5	0.4	0.2	0.5	3.9
Health Professions	Mean	79.4	14.8	12.8	8.5	8.3	29.7	234.8	2.4	1.1	0.6	5.1	16.4
	St.Dev.	44.2	7.0	4.1	5.4	3.5	7.6	135.2	0.6	0.6	0.3	2.0	11.1
Home Economics	Mean	57.6	11.0	17.0	8.1	16.1	41.1	164.9	2.6	0.9	0.2	3.9	15.4
	St.Dev.	14.1	2.9	4.1	4.6	4.8	8.1	33.9	0.5	0.2	0.0	1.2	2.2
Letters	Mean	109.3	12.4	12.1	7.8	20.2	40.0	308.2	3.4	0.8	0.3	4.4	26.5
	St.Dev.	32.0	4.0	4.8	4.5	11.1	15.0	89.5	1.0	0.6	0.3	1.6	6.5
Library Science	Mean	54.7	14.3	9.6	9.3	19.9	38.8	170.3	3.4	1.2	0.5	3.8	13.6
	St.Dev.	27.5	10.3	3.9	6.3	10.7	17.7	80.2	1.5	0.5	0.5	1.1	6.8
Mathematics	Mean	56.3	12.9	11.6	7.7	15.2	34.5	226.8	2.8	1.0	0.3	3.4	17.9
	St.Dev.	20.7	3.7	2.2	6.2	4.9	8.4	85.3	0.6	0.6	0.2	1.2	7.4
Military Sciences	Mean	44.8	8.0	6.8	8.0	10.3	25.1	68.2	2.8	1.0	0.3	3.7	12.6
	St.Dev.	20.8	4.2	2.5	2.6	4.1	6.8	41.8	1.3	0.6	0.1	1.1	5.9
Physical Sciences	Mean	119.1	8.7	12.5	8.1	13.9	34.5	232.3	2.8	1.0	0.4	5.0	22.0
	St.Dev.	83.9	3.1	3.5	5.4	5.8	10.3	151.5	0.7	1.0	0.4	1.9	11.9
Psychology	Mean	123.5	16.2	11.3	11.6	18.8	41.7	366.1	2.8	0.8	0.3	5.6	25.2
	St.Dev.	60.2	6.7	4.4	18.4	10.6	27.9	182.5	1.4	0.8	0.5	2.4	15.1
Social Sciences	Mean	87.1	13.1	12.1	7.6	16.9	36.5	282.7	3.0	0.9	0.4	4.1	22.1
	St.Dev.	35.0	5.0	4.2	7.7	8.8	15.9	98.4	0.9	0.7	0.4	1.6	8.1
Totals	Mean	89.1	14.5	12.2	7.8	14.9	34.8	254.0	2.7	0.9	0.4	4.7	21.2
	St.Dev.	56.6	10.4	6.9	7.6	8.6	16.3	146.8	1.3	0.9	0.4	2.7	14.1

TABLE 43

CASE STUDY INSTITUTION

Comparison of Teaching Ratios at Two Pilot Test Institutions

DISCIPLINE CATEGORY	Reported Hours in Scheduled Teaching / Total Contact Hours Per Faculty Member	
	Appalachian State University	College of Wooster
Fine & Applied Arts	2.2	2.0
Physical Sciences	2.8	2.7
Foreign Languages	2.9	3.0
Social Sciences	3.1	3.3
Letters	3.4	3.6
Education	2.8	2.1
Mathematics	3.0	3.9
Psychology	3.2	4.3
Biological Sciences	3.3	2.5

Teaching Information:
Level of Course and Method of Instruction

Tables 44, 45, and 46 illustrate three other kinds of general descriptive tables that could be created on the basis of the data derived from the NCHEMS Faculty Activity Survey instrument. These data could be useful in helping to assess, for example, some of the consequences of adopting alternate methods of instruction. Obviously, the data in and of themselves will not provide an evaluation of the effectiveness of such changes.

TABLE 44

CASE STUDY INSTITUTION

Percent of Total Enrollments By Level of Course and Method of Instruction

(Number of Courses = 1761)

Method of Instruction	Level of Course		
	Lower Division	Upper Division	Graduate Division
No Method Listed	1	1	*
Lecture	36	19	2
Laboratory	10	4	1
Recitation/Discussion	8	8	1
Seminar	1	2	1
Independent Study	1	1	*
Tutorial	1	1	*
Programmed Instruction	*	*	*

*Less than 1%.

TABLE 45

CASE STUDY INSTITUTION

Percent of Courses
By Level of Course and Method of Instruction

(Number of Courses = 1761)

Method of Instruction	Level of Course		
	Lower Division	Upper Division	Graduate Division
No Method Listed	1	*	*
Lecture	21	15	3
Laboratory	9	8	1
Recitation/Discussion	6	7	2
Seminar	1	2	1
Independent Study	2	6	4
Tutorial	5	4	1
Programmed Instruction	*	*	*

*Less than 1%.

Segment 2: Research to Support Planning and Management Decisions

This segment is included in the case study to illustrate how faculty activity data may be used to attempt to answer questions that relate to institutional planning and management. The two issues chosen to illustrate some possible approaches are:

- Faculty Perception of the Outcomes of Research Activity
- Effect of Increased Teaching Loads Upon Faculty Teaching Patterns

The remainder of this segment of the document is organized around these two issues.

Issue 1: Faculty Perception of the Outcomes of Research Activity

The first question addressed in this study concerns the nature of faculty perception of the outcomes of their research activity. This question, though treated much more briefly than the second, is included to illustrate the use of the outcomes dimension of the survey instrument in characterizing the nature of the research activity in any institution. Knowledge of the outcomes of research activity may be important to the institutional planner in determining the desired mix of activities required to allow the goals of the institution to be realized. For example, if it were decided at an institution to increase the development of new knowledge and art forms, it would seem appropriate to try to strive to increase the activities of those individuals who contributed to the

TABLE 46

CASE STUDY INSTITUTION

Percent of (Credits X Enrollments)
By Level of Course and Method of Instruction

Method of Instruction	Level of Course		
	Lower Division	Upper Division	Graduate Division
No Method Listed	1	1	0
Lecture	38	21	2
Laboratory	4	5	1
Recitation/Discussion	8	9	1
Seminar	1	2	1
Independent Study	1	1	*
Tutorial	*	2	*
Programmed Instruction	*	*	*

*Less than 1%.

greatest extent to those kinds of outcomes. As has been demonstrated in earlier parts of this document (Table 1 and Table 30), simply striving to increase research activities per se might not have the desired effect. Yet, at an institution where teaching is the primary concern, one might assume mistakenly that research activity does not contribute to the desired instructional outcomes. Accordingly, it may be decided to eliminate or greatly reduce research activity when, in fact, the research activity substantially benefits instructional outcomes desired at the institution.

This study illustrates a possible use of the outcome information by describing the nature of research activity at Appalachian State University in terms of the faculty's perception of the outcomes of their activities. More clarity is provided by classifying research activities according to their funding source. That is, research that is specifically funded from a specific account is separated from research that is compensated from general funds; this is done in order to establish whether a difference exists in the perceived outcomes of these two types of research. This distinguishing of research activities according to source of funds is accomplished through the use of the Fiscal Reference column on the survey instrument, which was described briefly in Part II of this document.

Tables 47 and 48 display the outcomes of activities as perceived by the faculty of Appalachian State University. Analysis of these data in response to questions regarding the outcomes of faculty research activities leads to a number of important and useful conclusions, as follows:

TABLE 47

CASE STUDY INSTITUTION

Percent Distribution of Selected Faculty Activity Categories to Outcomes*

Academic Position Classification	Activity Category	Outcome Categories							Totals
		Student Growth & Development (j)	Development of New Knowledge and Art Forms (k)	Inseparable Combination of (j) and (k) (l)	Community Development and Service (m)	General Institutional Support (n)	Personal Professional Growth (o)	Not Distributed	
All Ranks	Teaching Activities	63%	8%	10%	2%	3%	6%	7%	100%
	Specially Budgeted Research	11%	12%	8%	13%	25%	26%	6%	100%
	Nonbudgeted Research	13%	20%	4%	6%	11%	37%	9%	100%
Professors	Teaching Activities	66%	5%	12%	2%	2%	5%	8%	100%
	Specially Budgeted Research	19%	0%	25%	25%	0%	0%	31%	100%
	Nonbudgeted Research	15%	24%	5%	7%	12%	29%	8%	100%
Associate Professors	Teaching Activities	61%	7%	13%	3%	3%	6%	7%	100%
	Specially Budgeted Research	0%	37%	10%	25%	10%	18%	0%	100%
	Nonbudgeted Research	13%	19%	3%	8%	10%	38%	11%	100%
Assistant Professors	Teaching Activities	63%	11%	8%	2%	3%	6%	6%	100%
	Specially Budgeted Research	12%	7%	2%	4%	38%	37%	0%	100%
	Nonbudgeted Research	11%	19%	4%	4%	11%	41%	9%	100%

*These research activity categories are based on coding in the Fiscal Reference column of the NCHEMS FAA form.

TABLE 48

CASE STUDY INSTITUTION

Outcomes Distributed to Primary Outcome Categories*

Academic Position Classification	Outcome Categories					
	Student Growth & Development (j)	Development of New Knowledge and Art Forms (k)	Community Development and Service (m)	General Institutional Support (n)	Personal Professional Growth (o)	Mean Percent of Time Reported in Activity Category
Teaching Activities						
Professor	84%	7%	2%	2%	5%	54.5%
Associate Professor	80%	9%	3%	3%	6%	60.6%
Assistant Professor	75%	13%	2%	3%	6%	62.7%
Specially Budgeted Research						
Professor	63%	0%	37%	0%	0%	0.6%
Associate Professor	0%	47%	25%	10%	18%	0.4%
Assistant Professor	13%	8%	4%	38%	37%	1.0%
Nonbudgeted Research						
Professor	19%	29%	8%	13%	31%	6.8%
Associate Professor	16%	22%	9%	11%	42%	8.0%
Assistant Professor	14%	25%	4%	12%	45%	9.4%

---

*The outcome categories "Inseparable Combination of (j) and (k)" and "Not Distributed" have been proportionally redistributed to the remaining outcome categories.

- As indicated in Table 47, it appears that the Appalachian State faculty perceive their research activities result more in personal professional growth outcomes than any other kind, regardless of whether the research activity is specially budgeted or supported from general fund accounts. For the entire faculty, 37% of the "nonbudgeted research activities" and 26% of the "specially budgeted research activities" are believed by the faculty to contribute to personal professional growth outcomes.

- The outcomes of research activities vary, depending on the source of monetary support. For example, Table 47 indicates that 12% of the time devoted to specially budgeted research is believed to contribute to the development of new knowledge and art forms, whereas 20% of the nonbudgeted research activity contributes to that same outcome.

- When research activities are disaggregated by faculty rank, as illustrated in Table 47, the differences in distribution mentioned above become more pronounced. Moreover, the data indicate that the outcomes of the nonbudgeted research activity are more similar across ranks than are the outcomes of the specially budgeted research activity. In addition, it appears that professors make greater use of the "Inseparable Combination" column (column 1) for specially budgeted research (25%) than do faculty of other ranks.

Furthermore, professors tend not to distribute a sizable portion of their budgeted research activities to any kind of outcome (31% in the "Not Distributed" column as shown in Table 47).

- In an attempt to equalize the differences in percentages that result from ascribing to the "Inseparable Combinations" and "Not Distributed" columns, the time in these two columns has been redistributed to the other outcome categories in proportion to the time in each of these categories. Admittedly, this redistribution results in some loss of information, but it also seems to simplify the interpretation. Table 48, which displays the results of this redistribution, indicates that Appalachian State professors view their nonbudgeted research activity as contributing more to student growth and development outcomes (19%) than do either associate professors (16%) or assistant professors (14%). Similarly, assistant professors view these nonbudgeted research activities as contributing more to personal professional growth outcomes (45%) than do associate professors (42%) or professors (31%). Moreover, for the specially budgeted research activity, this same difference in student growth and development and personal professional growth outcomes between ranks appears to be even more pronounced. This conclusion must be tempered by the fact that there is very little specially budgeted research being conducted at Appalachian State University. The far right-hand column in Table 48 displays the mean percentage of time reported for specially budgeted research and the figure is small for each rank: professors (.6%), associate professors (.4%), and assistant professors (1.0%). In addition, not only is there little time devoted to specially budgeted research, but there are only a few individuals who engage in it. Thus, the mean displayed in Table 48 for specially budgeted research activities is determined by only a few individuals and thus the value and reliability of the distribution should be questioned.

In conclusion, it appears that the faculty at Appalachian State University perceive their research activities as being principally a means of personal development, although some new knowledge and art forms do result from the activity. Therefore, individuals considering programs that seek to develop the faculty should seriously consider promoting research activity as a means of faculty development. Although one should not then conclude that research activities are the only route to faculty development, one ought to be aware of the faculty's belief in the importance of the relationship between personal growth and research. Moreover, any development program that excludes research activity is likely to be less than effective from a faculty point of view. Faculty members are the individuals who are closest to the teaching/research/public service process, and their opinions or perceptions are valuable in discovering and understanding the linkages between activities and outcomes.

Issue 2: Effect of Increased Teaching Loads Upon Faculty Teaching Patterns

An investigation of the potential effects of one measure upon another involves studying the relationships that exist between the two measures in terms of what happens to measure B when measure A is varied. Ideally, the individual exploring these relationships can manipulate one variable and observe the resulting effect on the other while holding other related variables constant.

Unfortunately, this approach is not viable in the case of faculty activity analysis because pragmatically it is not feasible to set teaching loads at various levels over different academic terms and observe the change in various activity measures of the instructional process. Therefore, the approach normally taken is to observe as many faculty members as possible who have a variety of teaching loads and to seek to learn how they conduct their teaching. In a given department, for example, some faculty members will likely have larger teaching loads than will others, thereby permitting an analyst to study fairly accurately the relationships between teaching load measures and measures of the instructional process.

This is the approach that has been used to address the question of teaching loads and faculty teaching patterns at Appalachian State University. To illustrate the procedure, the following two measures were selected:

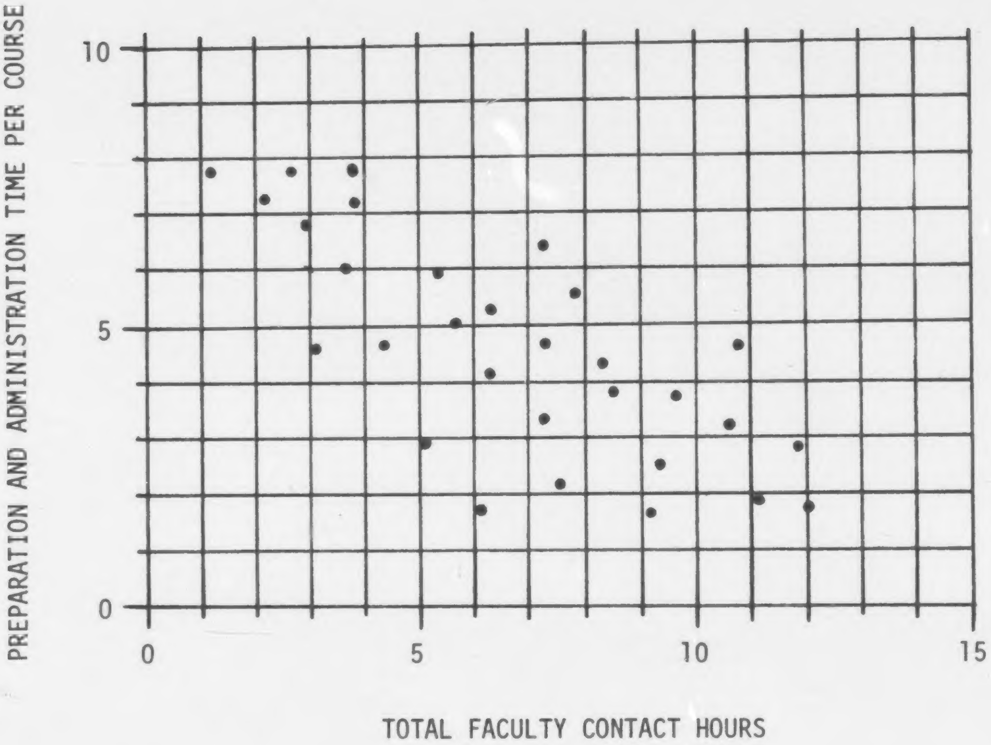
- Total faculty contact hours (a measure of teaching load)
- Time devoted to course preparation and administration (a measure of the instructional process)

A hypothetical relationship between these two measures is illustrated in Figure 6. Each specific point in this figure represents an individual faculty member. It appears that those faculty who teach relatively fewer contact hours tend to spend a greater number of hours in preparation and administration of courses. Because it is impossible to vary the contact hours of each faculty member and observe the resulting effect on preparation and administration time, an assumption is made that, because faculty with few contact hours tend to spend more hours in preparation and administration, an increase in an individual's contact hours would probably tend to result in a decrease in the time devoted to course preparation and administration. A causal relationship may be implied, based on the assumption that a variation in contact hours results in the variation of the preparation and administration time. This assumption may or may not be true because the relationship between measures that cannot be quantified might be the result of differences in individual faculty work habits or the number of previous times they have taught a particular course. Thus, those faculty with high loads might spend fewer hours in preparation per course for reasons other than the high load. Therefore, when studying these relationships, it is important to try to control all the potential variables that might influence the relationship, even though there still would be no certainty that the relationship is causal. Nonetheless, it is important to remember that these kinds of data probably represent the best information about the relationship that can be obtained from faculty activity data. If the institutional decision maker requires the best estimate of the effect of changing contact hour loads on the time devoted to preparation and administration of courses, then the data from a faculty activity analysis are probably the best source.

FIGURE 6

CASE STUDY INSTITUTION

Hypothetical Display of the Relationship
Between Two Measures



This first step in investigating the most likely effect of increasing teaching loads upon the instructional process, given the data from the case study institution, is to select those measures to be used to describe both teaching loads and the instructional process. Those selected for measures of faculty teaching loads are:

- Formal Contact Hour Load of Faculty Member
- Number of Courses Taught by Faculty Member
- Course Enrollments
- Course Credit Hours
- Course Formal Contact Hours

The measures of the instructional process are:

- Preparation and Administration Time Per Course
- Other Contact Hours Per Course
- Total Reported Hours Per Course
- $\frac{\text{Total Reported Hours Per Course}}{\text{Course Formal Contact Hours}}$
- $\frac{\text{Total Reported Hours Per Course}}{\text{Enrollments Per Course}}$

By way of definition, preparation and administration time is the time spent per course in activities such as reading student papers, grading student work, preparing for lectures, and evaluating students. Other contact hours are hours of unscheduled contact with students outside of class. Total hours per course represent the sum of the formal contact hours, the other contact hours, preparation and administration time, and also represent the total hours reported by faculty for each course. The last two measures are composites of a number of measures.

The initial approach used to investigate the relationships between the measures of teaching load and the instructional process at the case study institution is represented in Figure 7, which is a bar chart depicting the average total hours reported per course contrasted with contact hours per course. As illustrated in the figure, courses with 1 contact hour require on the average approximately 3.2 hours per week, whereas courses with 2 contact hours per week require an average of 8.7 hours per week. This display indicates that as the contact hours for a course increase, the number of hours required tend to increase rapidly at first and then level off.

Figure 8 contrasts total average hours reported per course with the number of courses taught by faculty members. The figure indicates, for example, that faculty who teach one or two courses tend to spend 10.8 hours per course, whereas faculty who teach three or four courses tend to spend 9.4 hours per course. Thus, the display indicates that, as the number of courses taught by faculty increases, the average time reported for each course decreases.

FIGURE 7

CASE STUDY INSTITUTION

Average Hours Reported
Per Course for Courses With Various Contact Hours

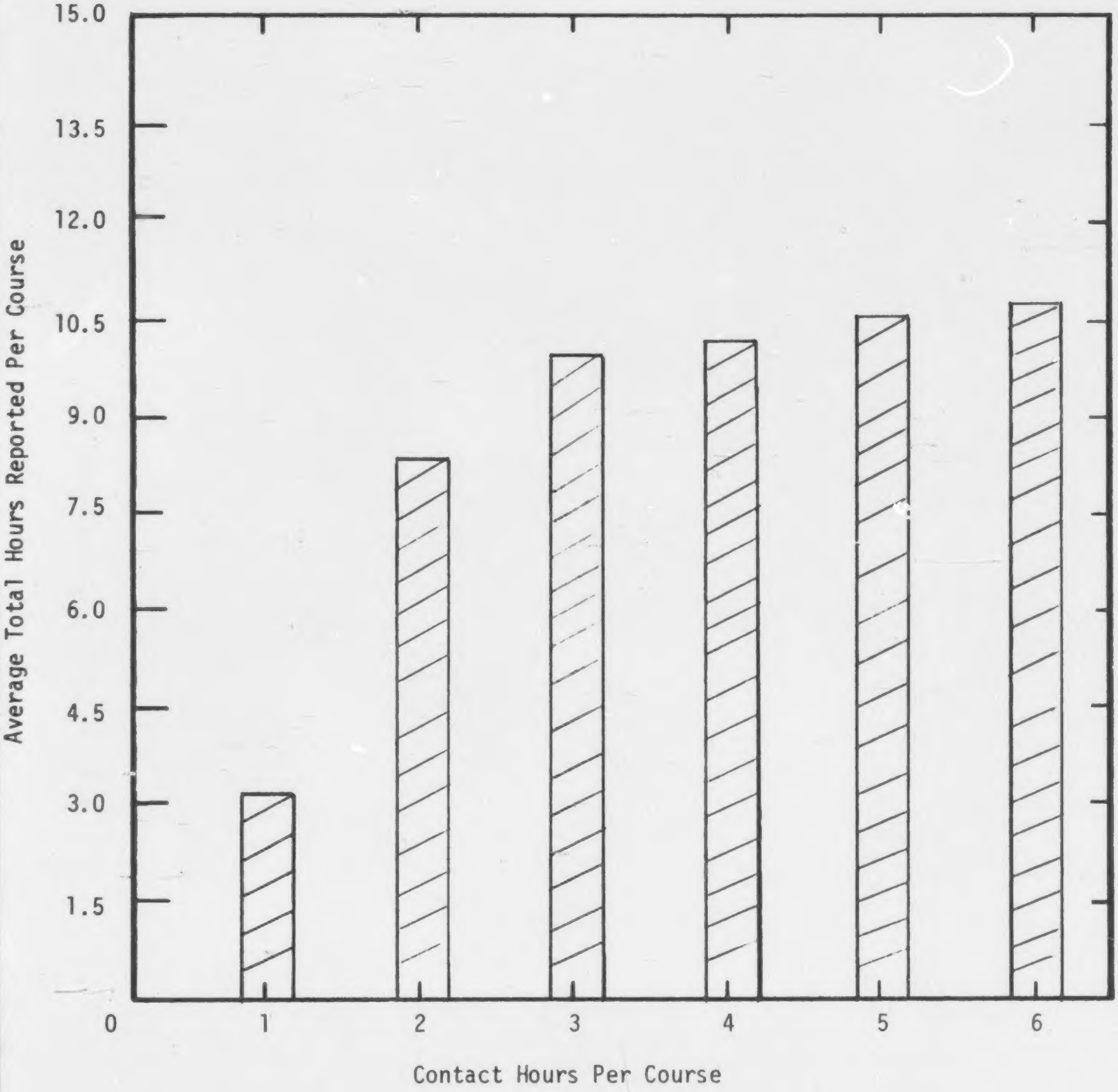
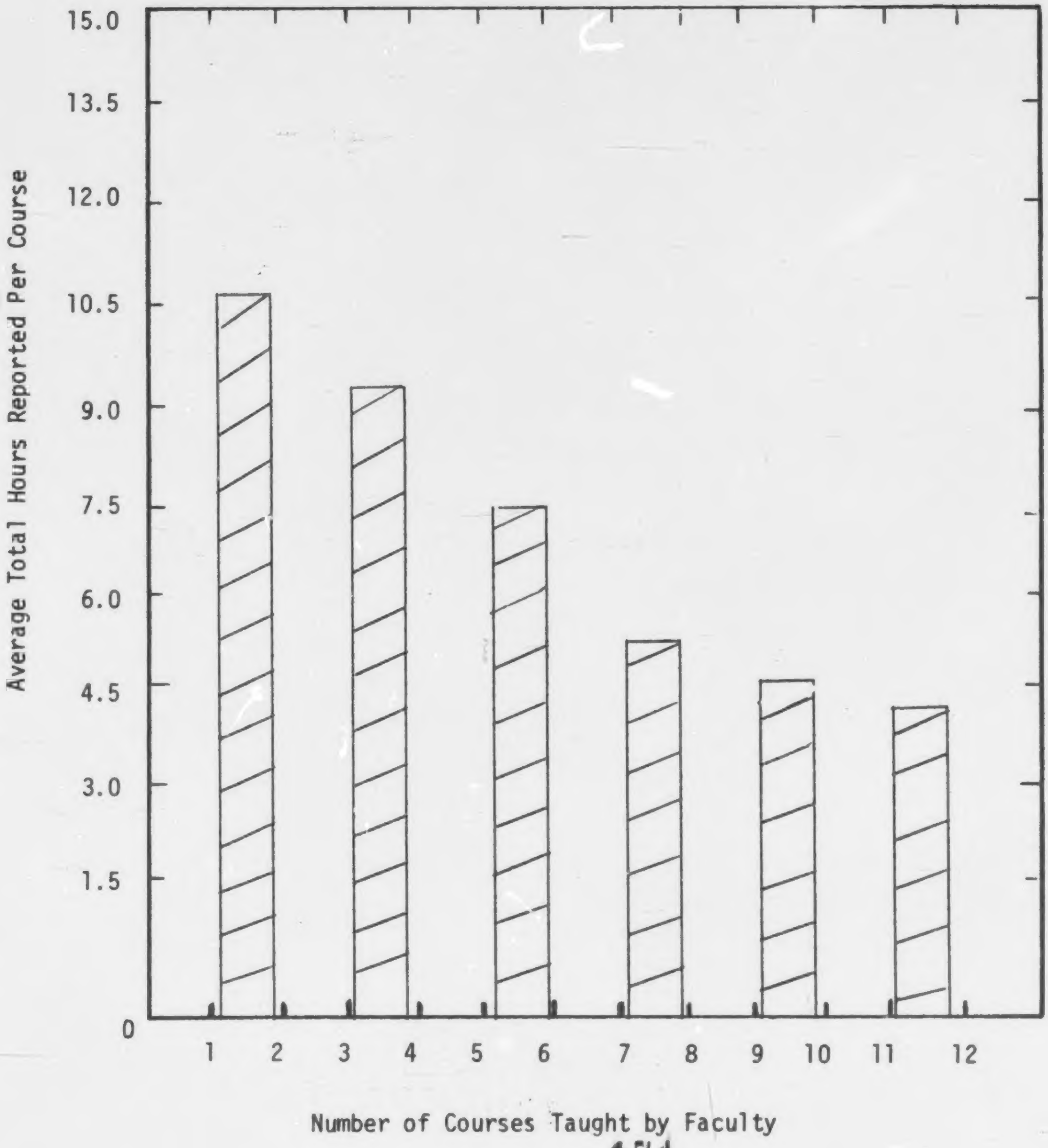


FIGURE 8

CASE STUDY INSTITUTION

Average Total Reported Hours Per Course For
Various Numbers of Courses Taught by Faculty



Number of Courses Taught by Faculty

For display purposes, these bar diagrams are very useful in illustrating the relationship that exists between two variables. However, when analyzing the data, it is often more desirable to use mathematical techniques that indicate the relationship between two or more variables. For example, five different teaching load measures were listed previously, each of which is thought to have an effect on (or at least a relationship to) the total reported hours for a course. The graphs displayed in Figures 7 and 8 only allow the analyst to observe the interaction between two variables. Mathematical techniques, however, allow the analyst to observe the relationship between multiple teaching load variables and one instructional process measure. The particular mathematical technique used in this study is usually referred to as linear regression. The linear regression expression that has been derived in this part of the study is:

$$\begin{aligned}\begin{matrix}\text{Instructional Process}\\ \text{Measure}\end{matrix} = \text{Constant} &\pm V\left(\begin{matrix}\text{Course}\\ \text{Enrollment}\end{matrix}\right) \pm W\left(\begin{matrix}\text{Course}\\ \text{Credit}\end{matrix}\right)\\ &\pm X\left(\begin{matrix}\text{Course}\\ \text{Contact Hours}\end{matrix}\right) \pm Y\left(\begin{matrix}\text{Total Faculty}\\ \text{Contact Hours}\end{matrix}\right) \qquad (1)\\ &\pm Z\left(\begin{matrix}\text{Total Number of Courses}\\ \text{Taught by Faculty}\end{matrix}\right)\end{aligned}$$

The designations V, W, X, Y, and Z represent numerical coefficients that indicate the magnitude of the relationship of each teaching load measure to the instructional process measure.

Applying the techniques of linear regression to the relevant Appalachian State data for hours in preparation and administration results in the following equation:

$$\begin{array}{c}\text{Hours in}\\ \text{Preparation \&}\\ \text{Administration}\end{array} = 2.3 + .02\begin{pmatrix}\text{Course}\\ \text{Enrollment}\end{pmatrix} + .15\begin{pmatrix}\text{Course}\\ \text{Credit Hours}\end{pmatrix} + .57\begin{pmatrix}\text{Course}\\ \text{Contact Hours}\end{pmatrix} - .02\begin{pmatrix}\text{Total Faculty}\\ \text{Contact Hours}\end{pmatrix} - .19\begin{pmatrix}\text{Total Number of}\\ \text{Courses Taught by Faculty Member}\end{pmatrix} \quad (2)$$

This expression indicates that the probable effect of an increase in the average course enrollments by 10 individuals would be an increase in the hours devoted to preparation and administration time for that course by .2 hours, assuming the other teaching and faculty load measures were unaffected by the enrollment increase and remained constant. However, in many situations the teaching and faculty load measures are not all that independent. For example, even though the average course enrollments, credit hours, and contact hours might be kept constant, the total faculty contact hours would probably increase by three if the average number of courses per faculty member were increased by one. As indicated in equation (2), the probable effect on the average hours devoted to preparation and administration of the course would be a decrease of .25 hours. [-3(.02)-1 (.19)=.25].

$$\begin{aligned}\text{Hours Preparation and Administration Time} &= 2.3 - .02(3) - .19(1) \\ &= 2.3 - (.06) - (.19) \qquad (3) \\ &= 2.3 - (\underline{\underline{.25}})\end{aligned}$$

This exercise simply indicates that the relationship expressed in the regression equation must be compared with other available information before a decision is reached. Regression relationships represent one practical approach to assessing the effect of one measure upon another.

Regression techniques have another useful feature, in that they indicate the importance (or relative magnitude) of each teaching load variable in defining the relationship between the instruction process and teaching load. For example, regression equation (2) (see page 155) includes the coefficients for all the teaching load measures. However, the analyst may wish to know which of these teaching load measures is most important in establishing the relationship between the instructional process measure and teaching load measures. Fortunately, regression techniques allow the independent variables (in this case, the teaching load measures) to be examined in a stepwise fashion such that the independent variable that correlates most highly with the dependent variable (course preparation and administration time) will be entered in the equation first. Table 49 indicates the stepwise entry of each teaching load independent variable. For each step the coefficient of the variable is indicated. As displayed in Table 49, the most important variable at the case study institution

TABLE 49

CASE STUDY INSTITUTION

Stepwise Entry of Teaching Load Measures Into the Regression Equation

(Number of Courses = 1,761)

Hours in Preparation and Administration Time =	Constant	Course Enrollment	Course Credit Hours	Course Contact Hours	Total Faculty Contact Hours	Total Number of Courses Taught by Faculty Member	R
Step 1	5.1	--	--	--	--	-.32	.42
Step 2	3.3	--	--	.58	--	-.27	.52
Step 3	3.0	.02	--	.53	--	-.24	.53
Step 4	2.4	.02	.15	.53	--	-.23	.54
Step 5	2.3	.02	.15	.57	-.02	-.19	.54

appears to be the number of courses taught by faculty. The next most important measure in defining the relationship appears to be the course contact hours. The question that confronts the decision maker is what level of detail to include in the equation. That is, should all five variables be considered or could a more simple expression be used? The answer to this question is dependent upon two factors:

- Which measures of teaching load are considered to be important
- The accuracy with which the expressions explain or predict the variations in the data

In this regard, if the first measure appears to explain almost completely the variation of the hours reported in preparation and administration activities, then considering other measures is not very important. The technique used to measure how well a set of independent variables explains variations in a particular dependent variable is referred to as multiple correlation (R). The value of R ranges from 0 to 1.0, with 1.0 indicating the perfect or total correlation. Calculation of R values for the entries in Table 49 yields the following:

Step 1	R = .92
Step 2	R = .52
Step 3	R = .53
Step 4	R = .54
Step 5	R = .54

Thus, it appears that the explanatory power of the regression equation is not increased substantially after the second independent variable is examined. One could therefore conclude that the second expression would serve as a suitable model for explaining the variations in preparation and administration time at the case study institution. The equation would become:

$$\begin{matrix}\text{Hours in}\\ \text{Preparation and}\\ \text{Administration Time}\end{matrix} = 3.3 + .58\,[\text{Course Contact Hours}] - .27\,\begin{matrix}\text{Total Number of Courses Taught}\\ \text{By the Faculty Member}\end{matrix} \tag{4}$$

Table 50 displays the regression coefficients calculated for the relationship between the teaching load measures (independent variable) and each of the instructional process measures (dependent variables). These coefficients are based on all of the courses taught at the institution.

Even though these data may be important as well as interesting, they may constitute a form of information overload and force the entire analytical process to be overlooked. Therefore, it is important that the analyst extract only the most salient points from the data so that the major issues surrounding the question at hand become clear. The analyst must necessarily explore all the potential issues, but in presenting the material he or she should eliminate those that are discovered to be less important. On the basis of this guideline, the set of data illustrated in Table 50 can be substantially simplified.

TABLE 50

CASE STUDY INSTITUTION

Regression Coefficients Calculated for Various Teaching Load Measures for Explaining Five Different Instructional Process Measures

(Number of Courses = 1,761)

Instructional Process Measures	Constant	Coefficients of Teaching Load Measures					Multiple R
		Enrollments	Credit	Faculty Contact Hours	Total Faculty Contact Hours	Number of Courses Taught	
Other Contact Hours							
Step 1	1.2	--	.15	--	--	--	.19
Step 2	0.9	.01	.16	--	--	--	.23
Step 3	1.3	.01	.14	--	--	-.05	.25
Step 4	1.3	.01	.14	--	.02	-.10	.26
Step 5	1.2	.01	.14	.03	.02	-.09	.27
Preparation & Administration Hrs.							
Step 1	5.1	--	--	--	--	-.32	.42
Step 2	3.3	--	--	.58	--	-.27	.52
Step 3	3.0	.02	--	.53	--	-.24	.53
Step 4	2.4	.02	.15	.53	--	-.23	.54
Step 5	2.3	.02	.15	.57	-.02	-.19	.54
Total Hours Spent on Course							
Step 1	2.6	--	--	1.8	--	--	.63
Step 2	5.1	--	--	1.7	--	-.34	.68
Step 3	4.1	--	.26	1.7	--	-.31	.70
Step 4	3.5	.03	.30	1.6	--	-.27	.71
Step 5	3.5	.03	.30	1.6	.00	-.28	.71
$\frac{\text{Total Hours Spent on Course}}{\text{Faculty Contact Hours of Course}}$							
Step 1	3.3	--	--	--	--	-.13	.27
Step 2	2.9	.01	--	-	--	-.10	.31
Step 3	2.5	.01	-	.13	--	-.09	.34
Step 4	2.4	.01	.03	.13	--	-.09	.34
Step 5	2.4	.01	.03	.16	-.01	-.06	.34
$\frac{\text{Total Hours Spent on Course}}{\text{Enrollments in Course}}$							
Step 1	1.6	-.03	--	--	--	--	.42
Step 2	1.2	-.03	--	--	.03	--	.45
Step 3	0.8	-.03	.09	--	.03	--	.47
Step 4	1.0	-.03	.08	--	.05	-.06	.48
Step 5	1.1	-.03	.08	-.03	.05	-.06	.48

There appear to be at least two ways to simplify the data:

- On the basis of the "multiple R" approach discussed previously and illustrated in equation (4), page 159
- By selecting two independent variables that appear to have good explanatory value across all of the dependent variables and examining the resultant decrease in the magnitude of the multiple R

With regard to the first option for simplifying the data, an examination of the multiple R values illustrated in Table 50 indicates that in no case does the addition of the third, fourth, or fifth independent variable substantially increase the explanatory value of the equation. Therefore, Table 51 illustrates the results of reducing Table 50 on this basis.

In terms of the second option available for simplifying the data, an examination of Table 50 indicates that the use of only two teaching load measures (independent variables) may be sufficient to explain the relationship between the teaching load and the instruction process, as well as does the inclusion of all five teaching load measures. Table 52 illustrates that this is the case. The multiple correlation coefficients (multiple R) are not greatly reduced by the elimination of three of the five teaching load measures. The only exception is the change in the multiple R for the instructional process measure "Total Hours Spent on Course ÷ Enrollments

TABLE 51

CASE STUDY INSTITUTION

Reduced Number of Regression Coefficients
Calculated for Various Teaching Load Measures
for Explaining Five Different Instructional Process Measures

(Number of Courses = 1,761)

Instructional Process Measures	Constant	Coefficients of Teaching Load Measures					Multiple R
		Enrollments	Credit	Faculty Contact Hours	Total Faculty Contact Hours	Number of Courses Taught	
Other Contact Hours							
Step 1	1.2	--	.15	--	--	--	.19
Step 2	0.9	.01	.16	--	--	--	.23
Preparation & Admin. Hours							
Step 1	5.1	--	--	--	--	-.32	.42
Step 2	3.3	--	--	.58	--	-.27	.52
Total Hours Spent on Course							
Step 1	2.6	--	--	1.8	--	--	.63
Step 2	5.1	--	--	1.7	--	-.34	.68
Total Hours Spent on Course / Faculty Contact Hours of Course							
Step 1	3.3	--	--	--	--	-.13	.27
Step 2	2.9	.01	--	--	--	-.10	.31
Total Hours Spent on Course / Enrollments in Course							
Step 1	1.6	-.03	--	--	--	--	.42
Step 2	1.2	-.03	--	--	.03	--	.45

TABLE 52

CASE STUDY INSTITUTION

Recalculated Regression Coefficients for the Prediction of Instructional Process Measures

(Number of Courses = 1,761)

Instructional Process Measures	Constant	Faculty Contact Hours for Course	No. of Courses Taught by Faculty Member	Multiple R
Other Contact Hours				
Step 1	2.1		-.08	.16
Step 2	1.8	.10	-.07	.18
Preparation & Admin. Hours				
Step 1	5.1		-.31	.42
Step 2	3.3	.58	-.26	.52
Total Hours Spent on Course				
Step 1	2.6	1.8		.63
Step 2	5.1	1.7	-.33	.68
Total Hours Spent on Course / Faculty Contact Hours of Course				
Step 1	3.3		-.12	.27
Step 2	2.7	.17	-.10	.31
Total Hours Spent on Course / Enrollments in Course				
Step 1	.61		.06	.16
Step 2	.59	.00	.06	.16

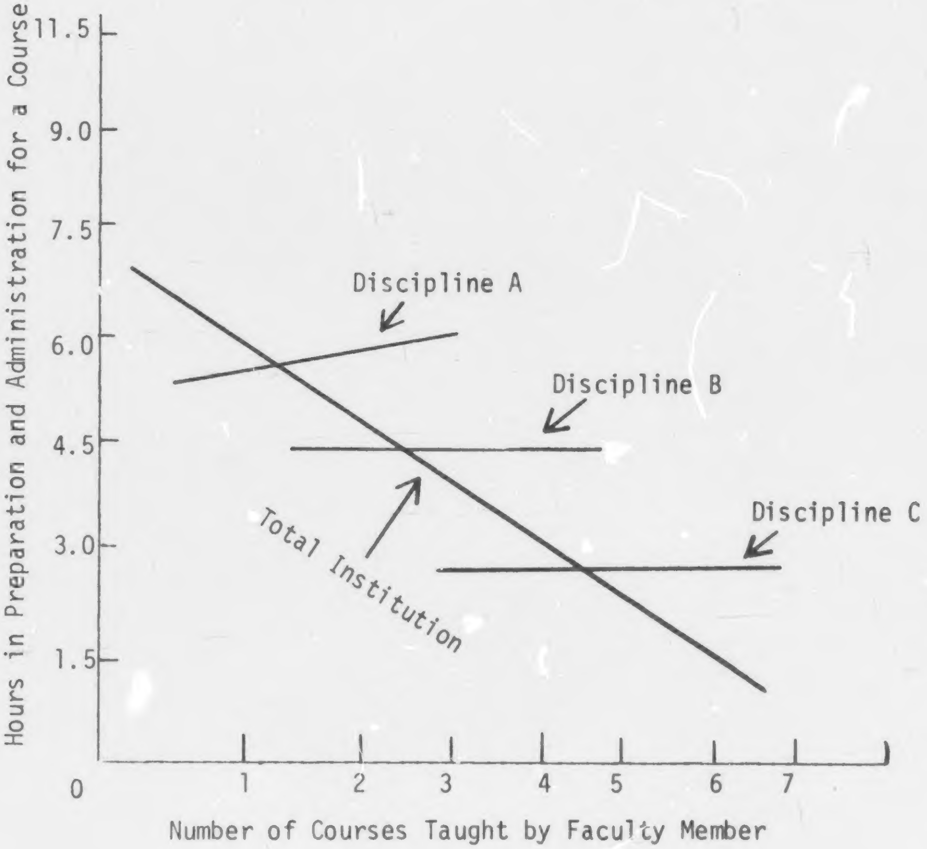
in Course," which changed from .45 to .16. This study, however, will eliminate this particular instructional process measure primarily because it seems to be less important to the decision maker. Furthermore, this last step suggests that other instructional process measures may be eliminated as well. The variations in the two instructional process measures, "Other Contact Hours" and "Total Hours Spent on Course ÷ Faculty Contact Hours of Course" are not well explained by the variations in the teaching load measures, as indicated by the low multiple R values. Thus, by eliminating those relationships and measures that have been demonstrated to be of lesser importance to the question at hand, the study can concentrate on those relationships that appear to be the most salient. This elimination process necessarily involves losing and ignoring some information, but at the same time the most important questions that concern the decision maker can be more easily addressed and hopefully answered.

Unfortunately, there are also some considerations that necessarily complicate this simple picture. For example, Table 52 would lead one to believe that increasing each faculty member's load by one course would decrease the time spent on preparation and administration for each course by .31 hours. Because the average hours spent on preparation and administration is 3.1 hours per course, this would represent a 10% decrease in the mean. However, simply because this relationship has been calculated for the entire institution, it neither automatically implies that faculty represent a uniform population nor that each faculty member will reallocate his or her time according to the expressed relationship. It is, in fact, reasonable to conclude that the relationships displayed in Table 52 result from different activity patterns across disciplines, as has been demonstrated in Tables 36, 37, and 38. Thus, the distribution of preparation and administration time for faculty in one discipline might be quite different from the distribution for faculty in another discipline at the other extreme, and calculated relationships between teaching load measures and instructional process measures in these two disciplines could be totally different. Figure 9 illustrates how the regression line for an entire institution could be composed of a series of different regression lines for the various disciplines at the institution. These individual discipline lines could show a very different value for the relationship between the independent and dependent variables. Thus, the relationships for the courses taught in Discipline A might all fall at the upper end of the line that defines the relationship for all the courses in the institution. Likewise, relationships or coefficients for courses taught in Disciplines B and C might be located farther down the overall regression line because faculty in Disciplines B and C tend to teach more courses and also tend to spend less time in preparation and administration. However, they could spend less time in preparation and administration because they have previously taught the courses several times rather than because they teach more courses. Therefore, the individual regression lines for each discipline could have different slopes and the slopes could even change signs, as is illustrated for Discipline A in Figure 9.

FIGURE 9

CASE STUDY INSTITUTION

Possible Relationship Between
a Regression Line for the Entire Institution
and Regression Lines for Individual Disciplines



In summary, the discipline, as well as the rank, level of course, and method of instruction, needs to be considered in assessing the likely effect of increased teaching loads on the instructional process.

The techniques used to illustrate the differences that occur in the regression coefficients when different subsets of courses are studied involve posing two questions:

- What is the likely effect on the average preparation and administration time per faculty member and the average total time per faculty member spent on a course if faculty teaching loads are increased by one course?

- What is the likely effect on the average preparation and administration time per faculty member and the average total time per faculty member spent on a course if course contact hours per faculty member are increased by one hour?

Table 53 displays the possible change in terms of percentages for all courses at Appalachian State, for fine and applied arts courses, and for education courses disaggregated on the basis of a number of different variables. Line 1 in Table 53 indicates that a one-course increase in faculty teaching load across the entire institution will decrease the preparation and administration time devoted to the average course by 8%. Likewise, the one-course increase in the teaching load across the entire

TABLE 53

CASE STUDY INSTITUTION

Examples of the Effects of Increasing Teaching Loads Based on Faculty Activity Data

Course Aggregations	No. of Courses	Possible Effect of a One-Course Increase in Teaching Load of Faculty		Possible Effect of a One Contact Hour Increase in Teaching Load of a Course		Mean Value Per Course for Prep. & Admin. Hrs.	Mean Total Hours Reported for Course
		On Prep. & Admin. Hrs. for Course	On Total Hours for Course	On Prep. & Admin. Hrs. for Course	On Total Hours for Course		
1. Total Institution	1761	-8%	-4%	19%	22%	3.1	7.4
2. Fine & Applied Arts	260	-10%	-4%	29%	32%	1.5	4.9
3. Education	448	-7%	-4%	16%	20%	2.7	6.9
4. Education - Lecture	205	-6%	-3%	13%	19%	3.5	8.6
5. Education - Independent Study	75	-20%	-9%	28%	42%	.74	2.6
6. Education - Professor	124	-10%	-7%	22%	24%	2.1	5.4
7. Education - Associate Professor	128	-6%	-2%	22%	27%	2.5	7.0
8. Education - Assistant Professor	118	-18%	-11%	2%	8%	3.9	8.9
9. Education - Lower Level	96	-9%	-2%	23%	30%	2.2	5.5
10. Education - Upper Level	233	-7%	-4%	11%	16%	3.2	8.2
11. Education - Assoc. Prof.-Lecture	13	-4%	-2%	21%	17%	3.6	9.8
12. Education - Assoc. Prof.-Lab.	25	-14%	-4%	42%	35%	1.6	5.7
13. Education - Professor - Lecture	45	-3%	-3%	8%	17%	3.0	7.0

institution will decrease the total time spent on the average course by 4%. The effect of increasing the contact hours of the average course at the institution by one hour would be to increase the average preparation and administration time by 19% and the average total hours by 22%. The percentages displayed in Table 53 were calculated by dividing the appropriate regression coefficients as displayed in Table 52 by the mean value of the preparation and administration time or the mean value of the total hours spent on a course. For example, for total hours spent on a course, the regression equation as illustrated in Table 52 appears as shown below:

$$\begin{array}{c}\text{Total Hours}\\\text{Spent on Course}\end{array} = 5.1 + 1.7 \begin{array}{c}\text{Faculty}\\\text{Contact Hours}\\\text{for Course}\end{array} - .33 \begin{array}{c}\text{No. of Courses}\\\text{Taught by}\\\text{Faculty Member}\end{array} \qquad (5)$$

Thus, the percentage value for the effect of increasing the teaching load by one course (-4%) was calculated by dividing the mean value for the total hours spent on a course (7.4) into the regression coefficient (-.33) for the number of courses taught by faculty member:

$$\text{Percentage Effect} = \frac{(-.33)}{(7.4)} \qquad (6)$$

$$\text{Percentage Effect} = -4\% \qquad (7)$$

The percentage values displayed in Table 53 are presented in order to communicate as simply as possible the likely effect, based on faculty activity data, of the two policy changes. These calculations are based on the assumption that the contact hours for a course and the number of courses taught by a faculty member are independent and therefore not correlated. This assumption has not been investigated in this case study but should be a matter of concern for the analyst.

In conclusion, this particular part of the case study has been addressed by posing a specific question regarding the effects of modified teaching loads and then illustrating some analytical techniques that appear to have isolated information useful for addressing the question. Certain assumptions have been made in order to facilitate the process. Nonetheless, in an actual institutional setting, although the assumptions made might be somewhat different, the process of condensing the information in order to focus on the most important issues should prove to be equally useful. The answers to questions asked by decision makers should not be lost in massive amounts of data. The information in Table 53 represents the condensation of the information compiled in this study from which the following kinds of conclusions can be drawn:

- The time that faculty members devote to teaching appears to be somewhat inelastic. An increase of one in the average number of courses taught by faculty across the entire case study institution does not result in a proportionate increase in time spent in preparation and administration for each course. This is indicated by the 8% decrease in the average preparation and administration time per course and the 4% decrease in the total time per course when the number of courses taught is increased

- For the entire institution, courses with a large number of contact hours appear to require larger amounts of faculty time based on the calculation that each one-hour increase in contact hours requires a 19% increase in the preparation and administration time and a 22% increase in the total time spent on a course.

- The general shift of faculty time due to a change in teaching load is unaffected by the course aggregations studied. A one-course increase in faculty teaching load appears to have a negative effect on preparation and administration time and total course time in each of the course aggretations studied. Likewise, it appears that increasing the contact-hour load of a course will increase preparation and administration time and the total time required for a course in each of the course aggregates studied. However, the magnitude of the shifts does vary across the several course aggregations.

- Independent study courses taught in the education discipline category appear to be greatly affected by increases in the number of courses taught (-20% in preparation and administration, -9% in total time). Apparently the time spent on this type of course is quite elastic.

- Faculty members with higher course loads spend much less time on independent study courses than do faculty who have lighter course loads. The effect of increased loads on the time spent on this type of course is very different than for the time spent on lecture courses, which is rather inelastic (-6% for preparation and administration, -3% for total time). The time spent on independent study courses is also quite dependent on the contact hours of the course. Increasing the contact hours for independent study courses by one greatly increases the time required for the courses (28% for preparation and administration, 42% for total time). With great increases in contact hours, the independent study begins to look like a tutorial course.

The average time per course that assistant professors spend on education courses appears to be strongly affected by the number of courses the faculty member teaches. Increasing the course load greatly decreases the time spent on the average course (-18% for preparation and administration, -11% for total time). However, assistant professors spend about the same amount of time on a course regardless of the contact hours of that course. Increasing the contact hours of the average course increases the preparation and administration time by only 2% and the total time by 8%. This is far less than any of the other faculty ranks.

- Associate professors tend to require a great deal more time on the lab courses for each contact hour of the course than for lecture courses. Increasing the contact hours by one hour tends to increase the preparation and administration time required by 42% and the total hours by 35% for lab courses.

These are some of the general conclusions that could be made from faculty activity data in order to address the question posed. There are, of course, limitless other questions that could be addressed using faculty activity data, even though such data tell the analyst virtually nothing about teaching effectiveness or the real impact of instruction, either inside or outside the classroom. Few institutions, if any, systematically collect information that exposes the ultimate impact upon students of the institution's instructional programs, a utopian but desirable goal. Nevertheless, faculty activity analysis can impart much more detailed knowledge about the resources expended in teaching than most institutions have had available or have utilized constructively. Through analysis of faculty activity data the analyst can go far toward answering other significant questions such as:

- What is the relationship between class size and the amount of time that faculty members spend on teaching the class? Statistical can be run showing the degree of association between faculty hours per week expended on class instruction (including preparation, test grading, and so forth) and the number of students in the class. For reliable results, the type of instruction should be held constant. That is, laboratory sessions should not be mixed in with recitations and discussions, nor should individual instruction. Although the level of instruction, defined either by level of course or by level of students taught, might also be held constant, it would seem that faculty time expended per student credit hour in formal courses is not as much a function of student or course level as it is a function of class size and type of instruction.

- Do faculty members really spend more time per student, per student credit hour, or per student enrolled as the level of student increases from freshman to doctoral candidate? If so, what are the time relationships?

Most academic departments insist that graduate students require much more faculty time and energy per student than do undergraduates, particularly freshmen and sophomores. Investigation of manpower requirements per student, per student credit hour, or other measures of the instructional process constitutes a tedious and time-consuming task, but the raw data are available from faculty activity analysis. By reducing faculty time expenditures in both credit and noncredit instructional activities to a per-student basis, it is possible to derive comparative faculty manpower expenditures on the instruction of various kinds of students. Again, other variables not under examination should be held constant. It may be desirable to look at a pool of data for only one or possibly several similar disciplines, perhaps the social sciences or the physical sciences. By carefully compiling average weekly time expended in class and out of class on students at each level and then dividing results by the number of students or student credit hours taught at each level, fundamental data on the manpower economics of instruction can be derived. Because lower and upper division students or upper division and graduate students often sit in common classes, detailed class enrollment data by student level are needed for this analysis. Typically, the faculty input requirements per student by student level will be significanlty related to the average size of classes attended by students at the various levels.

- Is it true that faculty spend an increasing proportion of their instructional time in out-of-class activity as the level of student rises from freshman to doctoral student? What are the proportions of in-class and out-of-class instructional time by level of student?

As in most of the analyses suggested here, the focus would not be on measuring absolute faculty requirements by type of instruction, but rather on the relative expenditures of time required by different teaching methods. With the use of faculty activity data, for example, an analyst could compare the faculty time needed per student to teach a particular kind of course in a field setting as opposed to a laboratory setting. Both methods would need to be studied using fairly large groups of students in order to provide some stability in the statistical results. If the comparison to be made is between lecture and laboratory instruction, for example, again it is useful to isolate these from extraneous variables and to measure the faculty time requirements on a per student enrollment or student credit hour basis. As a general rule, when faculty requirements for different teaching methods are examined, greatly differing disciplines cannot be easily compared.

- What are the relative faculty resource requirements for all the instruction received by a B.S. degree recipient in chemistry or by a Ph.D. degree recipient in American literature, for example? Though analysis of faculty time expenditure by degree program is complex and tedious, it is not conceptually difficult. The faculty activity analysis survey can yield the necessary data on faculty manpower devoted to the instruction of students in a particular degree program, but only if such data are accompanied by an induced course load matrix that identifies all of the courses taken by students in that student program. In addition, faculty have to identify on the survey form their out-of-class activity according to the curricula of students served. This can be done merely by requesting the faculty to identify the level of student served and by the simplifying assumption that virtually all out-of-class instructional activity by faculty in a department is devoted to students majoring in the department. Faculty time expenditure by degree program constitutes one method of calcultating direct salary cost by curricular program and can serve as a basis for more complete costing by degree program. Although employment of faculty time distributions to derive the direct cost base for degree costing is often criticized, such figures usually do yield useful information on the *relative* direct costs among programs. The absolute values need to be treated with greater caution.

- *In a given department, how much in the way of full-time equivalent faculty is expended on the instruction of lower division students, versus doctoral students, versus project research, and versus general scholarship?* Some academic departments have formal means of budgeting or assigning all faculty resources to departmental programs or functions, but many do not. More common is the practice of assigning a faculty member several formal courses and one or two other tasks on the assumption that the formal assignment accounts for only part of the person's obligations to the institution. The rest is implicit. Reporting of faculty activities yields a relatively complete accounting of the utilization of all faculty resources. Through some of the studies described above, it becomes possible to allocate all institutionally funded faculty time and salary dollars to all of the programs toward which the department makes a contribution. The "educational outcomes" data on the survey form even make it possible to account completely for faculty time and salary dollars by perceived outcome rather than according to faculty activity or institutional program. The outcome classification "student growth and development" represents a new method of evaluating faculty teaching loads in the sense it can include project research time, committee time, or faculty public service as part of the individual's "true" teaching obligation, as has been alluded to earlier in this document.

- How do the teaching loads of faculty teaching only graduate students compare with those who teach only undergraduate students after adjustment for the difference in the nature of their tasks? Much of the difficulty in evaluation and assignment of faculty loads arises from the fact that demands placed upon one department or program are often dissimilar and therefore not easily compared with demands placed upon another. One group of faculty might teach only graduate students, another only undergraduates. One might call for heavy field or laboratory emphasis, another for none. Under these circumstances some explicit measures of faculty workload can be derived from faculty activity data that furnish means of comparing unlike activities. In essence, the normative faculty time per student or per student credit hour for a particular course level or student level can be calculated for a group of similar disciplines. Normative time figures for other levels of instruction and other kinds of activity can also be derived. Using the former figure as a common base or denominator and the latter figures as numerators, ratios can be constructed that convert teaching loads of departments with dissimilar instructional obligations into common units of instructional load and into consistently calculated faculty teaching requirements.

- *How do the weights given to various faculty activities in budgeting or assigning them compare with relationships among the times actually expended by faculty on those activities?* Many departments, colleges, and universities employ more or less formal teaching load formulas. Different kinds of courses, different class sizes, and different types of instruction are often weighted differentially in calculating total teaching load. These weights frequently are established by administrative fiat or by a consensus based on experience and intuition, rather than on the basis of any analysis of faculty activity. Faculty activity data do furnish a logical basis for evaluating the weighting systems of teaching load formulas. It might be found, for example, that faculty members teaching a course for the first time usually expend an extraordinary amount of time and energy on it, though most assignment weights do not take that differential into account. Or it might be found that a formula gives twice as much weight to a lecture course of 100 students or more as to a recitation/discussion of 25 students, whereas the ratio of actual time expended might average 1.5 to 1. In this way, faculty time distributions can provide feedback to department chairmen, deans, and others concerned with the appropriateness of teaching load formulas and assignment weights.

These illustrations are not intended to cover all analytical uses, or even all major analytical uses, of faculty activity data. Rather, they are intended to furnish the framework on which the reader might construct and launch his or her own analyses in directions dictated by the needs of the institution.

Obviously, analysis of faculty activity information represents only one small part of the total picture, and whenever possible, should be considered with the benefit of other qualitative and quantitative descriptions of the institution and its faculty. Quantitative analysis will never eliminate the need for expert opinion; the relationships indicated by faculty activity information should always be screened by individuals familiar with the institution and its faculty. However, even though faculty activity information represents but one aspect of the scene, that one piece might indeed illustrate the critical relationships that make the total comprehensible.

APPENDIX I

NCHEMS FACULTY ACTIVITY ANALYSIS SOFTWARE

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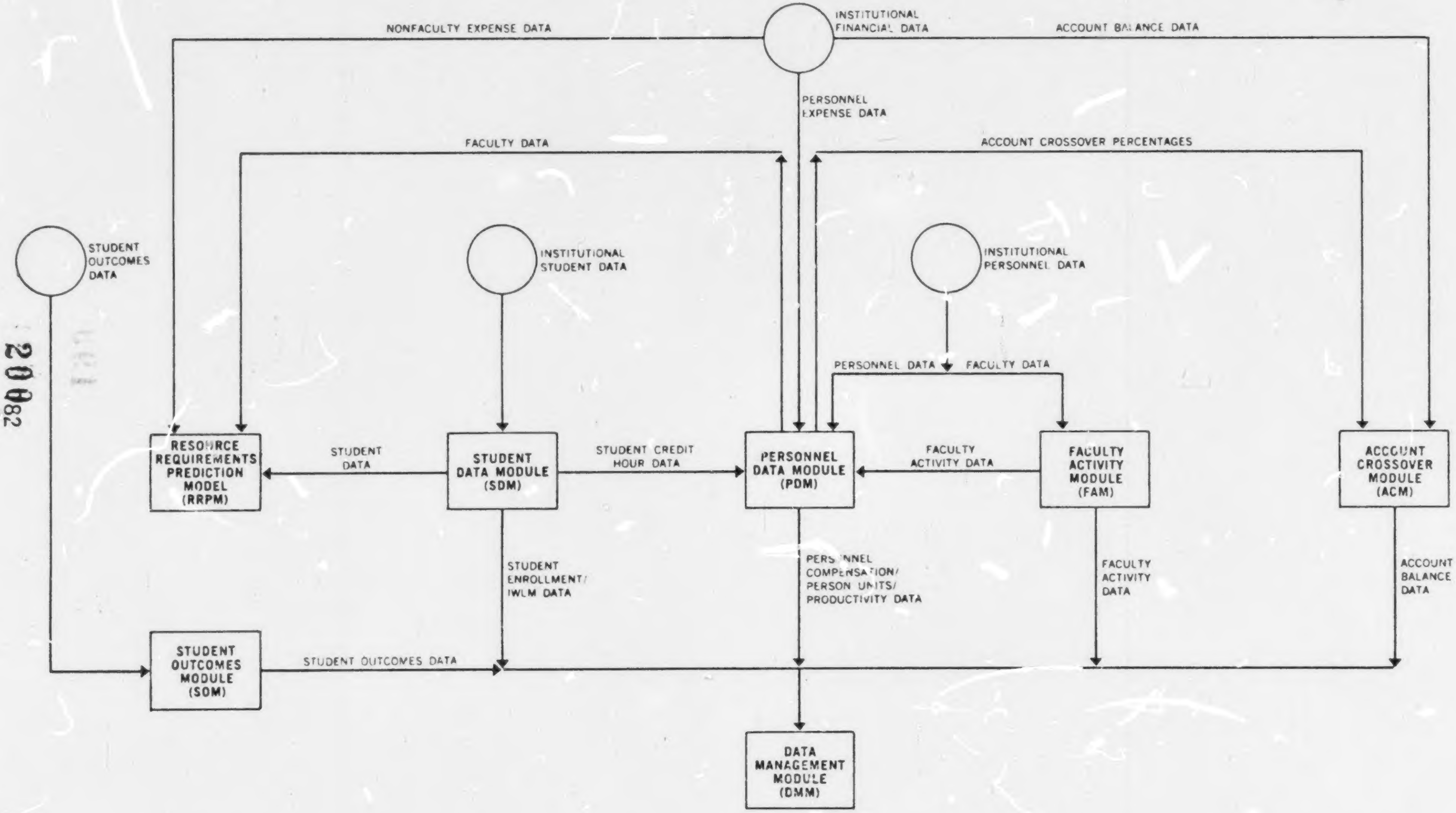
NCHEMS FACULTY ACTIVITY ANALYSIS SOFTWARE

This part of the manual contains descriptions of a limited software package currently being developed by NCHEMS to support its Information Exchange Procedures (IEP) project. As part of the IEP project, NCHEMS has developed a computerized system that provides processing support to the task of collecting faculty activity data and to the subsequent use of the data in (1) performing cost studies, (2) supporting institutional research and analysis, (3) completing external reporting requirements, and (4) making planning and management decisions. The system processes information about faculty related to the time devoted to various activities, the perceived outcome of these activities, and the budgetary accounts that support each activity. This section is intended to document the conceptual aspects and processing procedures of the current software.

The Faculty Activity Analysis software is an integral part of the NCHEMS Costing and Data Management System (see Figure 10) that has been developed for use by the institutions participating in the IEP project. This system is intended to be NCHEMS's primary set of computer software packages for the analysis of historical institutional activities and costs. The system has been developed in a modular manner and consists of a number of components that process institutional data (such as student, personnel, financial). The components collect the information required to develop historical costs and provide the necessary data for the Resource Requirements Prediction Model (RRPM 1.6).

FIGURE 10

NCHEMS COSTING AND DATA MANAGEMENT SYSTEM
SYSTEM OVERVIEW


INSTITUTIONAL FINANCIAL DATA
NONFACULTY EXPENSE DATA
ACCOUNT BALANCE DATA
PERSONNEL EXPENSE DATA
FACULTY DATA
ACCOUNT CROSSOVER PERCENTAGES
STUDENT OUTCOMES DATA
INSTITUTIONAL STUDENT DATA
INSTITUTIONAL PERSONNEL DATA
PERSONNEL DATA
FACULTY DATA
RESOURCE REQUIREMENTS PREDICTION MODEL (RRPM)
STUDENT DATA
STUDENT DATA MODULE (SDM)
STUDENT CREDIT HOUR DATA
PERSONNEL DATA MODULE (PDM)
FACULTY ACTIVITY DATA
FACULTY ACTIVITY MODULE (FAM)
ACCOUNT CROSSOVER MODULE (ACM)
STUDENT ENROLLMENT/ IWLM DATA
PERSONNEL COMPENSATION/ PERSON UNITS/ PRODUCTIVITY DATA
FACULTY ACTIVITY DATA
ACCOUNT BALANCE DATA
STUDENT OUTCOMES MODULE (SOM)
STUDENT OUTCOMES DATA
DATA MANAGEMENT MODULE (DMM)

The Faculty Activity Module (FAM) is the component of the Costing and Data Management System that processes faculty activity data (see Figure 11). The module has been developed to support institutions that conduct a faculty activity survey. The input requirements for the module have been generalized in order that the software have the capability of processing the NCHEMS Faculty Activity Analysis Survey instrument, as well as most other institutionally designed survey forms. The Faculty Activity Module provides only those computations necessary to validate the data collection process and to support NCHEMS costing procedures. This system is not intended to be an analysis package. It is envisioned that institutions will use the faculty data base that is created by the FAM system as a point of departure for their own unique institutional analyses.

The Faculty Activity Module allows the user to define a structure into which faculty activities may be categorized (that is, scheduled teaching, unscheduled teaching, academic program advising, course and curriculum research and development, and so forth). Using this structure, the system processes data and produces a faculty activity data set that is the basis for report preparation, data generation for other costing modules, and institutional analysis.

The Faculty Activity Module reports include a Detailed Distribution Report for each faculty member, a Summary Distribution Report for each organizational unit, and a PDM Data Display Report that shows data passed to the Personnel Data Module. The Detailed Distribution Report (Figures 12, 13, 14) shows each of the activities for every faculty member surveyed. The report summarizes the activities by type. It also calculates the percentage of an individual's time and his or her associated compensation that is devoted

FIGURE 11

NCHEMS COSTING AND DATA MANAGEMENT SYSTEM FACULTY ACTIVITY MODULE

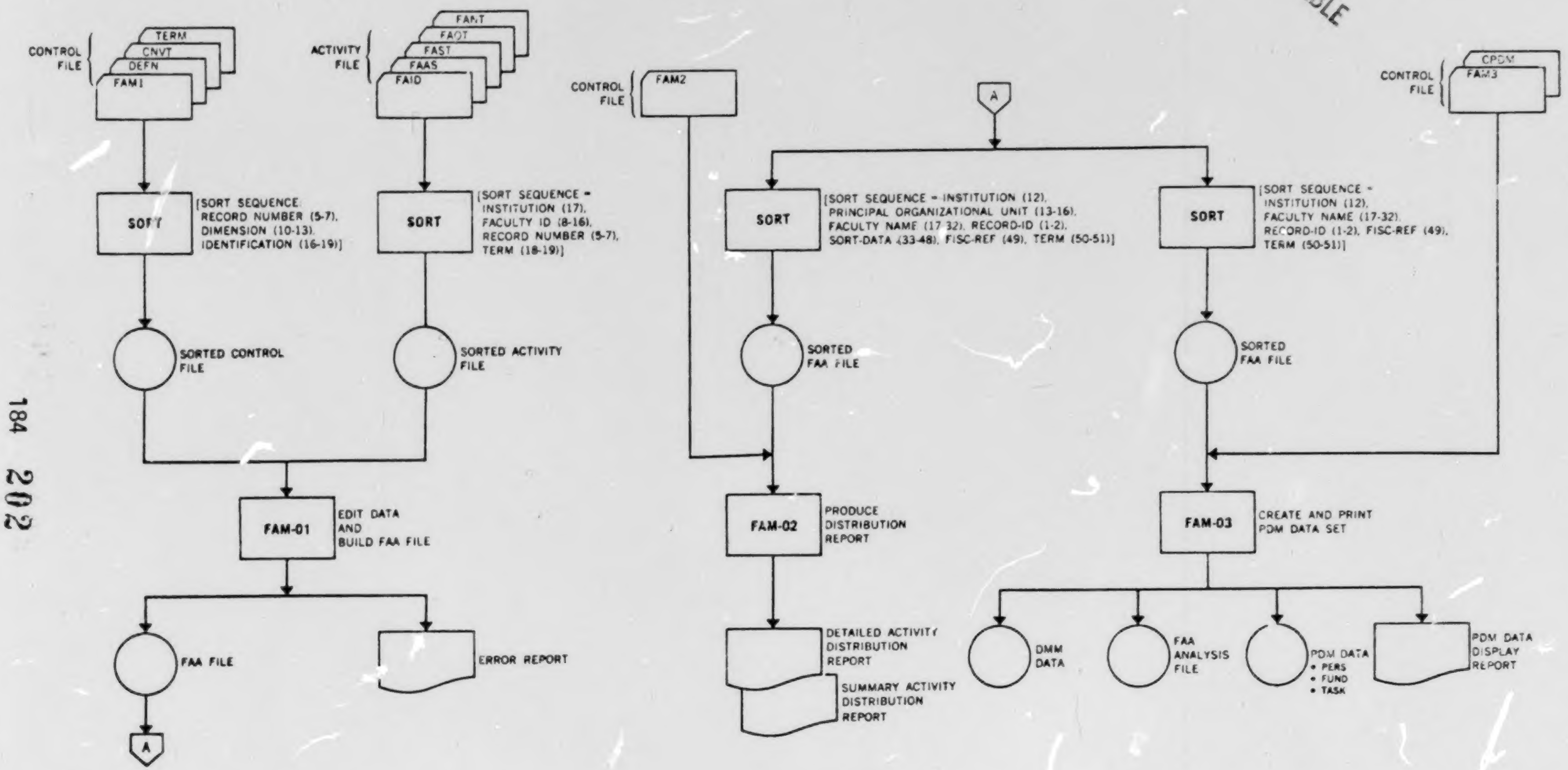
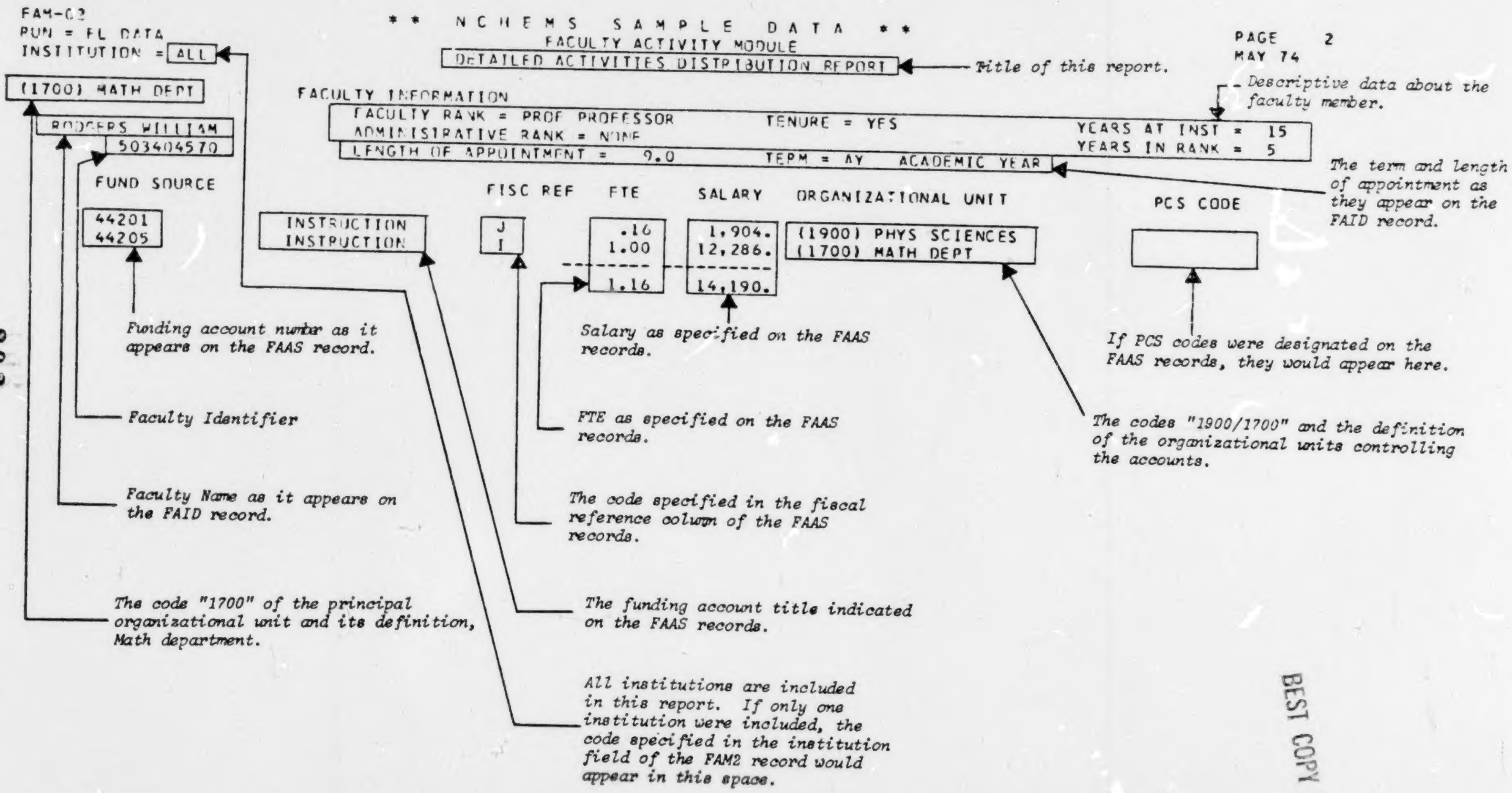

CONTROL FILE
TERM
CNVT
DEFN
FAM1
SORT
[SORT SEQUENCE: RECORD NUMBER (5-7), DIMENSION (10-13), IDENTIFICATION (16-19)]
SORTED CONTROL FILE
ACTIVITY FILE
FANT
FAOT
FAST
FAAS
FAID
SORT
[SORT SEQUENCE = INSTITUTION (17), FACULTY ID (8-16), RECORD NUMBER (5-7), TERM (18-19)]
SORTED ACTIVITY FILE
FAM-01
EDIT DATA AND BUILD FAA FILE
FAA FILE
ERROR REPORT
A
CONTROL FILE
FAM2
A
SORT
[SORT SEQUENCE = INSTITUTION (12), PRINCIPAL ORGANIZATIONAL UNIT (13-16), FACULTY NAME (17-32), RECORD-ID (1-2), SORT-DATA (33-48), FISC-REF (49), TERM (50-51)]
SORTED FAA FILE
FAM-02
PRODUCE DISTRIBUTION REPORT
DETAILED ACTIVITY DISTRIBUTION REPORT
SUMMARY ACTIVITY DISTRIBUTION REPORT
SORT
[SORT SEQUENCE = INSTITUTION (12), FACULTY NAME (17-32), RECORD-ID (1-2), FISC-REF (49), TERM (50-51)]
SORTED FAA FILE
CONTROL FILE
CPDM
FAM3
FAM-03
CREATE AND PRINT PDM DATA SET
DMM DATA
FAA ANALYSIS FILE
PDM DATA
• PERS
• FUND
• TASK
PDM DATA DISPLAY REPORT

FIGURE 12

Detailed Distribution Report



```
FAM-02
PUN = FL DATA
INSTITUTION = ALL                ** N C H E M S   S A M P L E   D A T A **                        PAGE    2
                                        FACULTY ACTIVITY MODULE                                       MAY 74
                                 DETAILED ACTIVITIES DISTRIBUTION REPORT
(1700) MATH DEPT
                         FACULTY INFORMATION
     RODGERS WILLIAM       FACULTY RANK = PROF PROFESSOR        TENURE = YES              YEARS AT INST =  15
               503404570   ADMINISTRATIVE RANK = NONE                                     YEARS IN RANK =  5
                           LENGTH OF APPOINTMENT =    9.0       TERM = AY   ACADEMIC YEAR
        FUND SOURCE
                                          FISC REF   FTE      SALARY   ORGANIZATIONAL UNIT          PCS CODE
         44201         INSTRUCTION           J       .16      1,904.   (1900) PHYS SCIENCES
         44205         INSTRUCTION           I      1.00     12,286.   (1700) MATH DEPT
                                                  --------  ---------
                                                    1.16     14,190.
```

Title of this report.

Descriptive data about the faculty member.

The term and length of appointment as they appear on the FAID record.

Funding account number as it appears on the FAAS record.

Salary as specified on the FAAS records.

If PCS codes were designated on the FAAS records, they would appear here.

Faculty Identifier

FTE as specified on the FAAS records.

The codes "1900/1700" and the definition of the organizational units controlling the accounts.

Faculty Name as it appears on the FAID record.

The code specified in the fiscal reference column of the FAAS records.

The code "1700" of the principal organizational unit and its definition, Math department.

The funding account title indicated on the FAAS records.

All institutions are included in this report. If only one institution were included, the code specified in the institution field of the FAM2 record would appear in this space.

This is a display of the first part of the Detailed Activities Distribution Report. When requested, one of these reports is produced for each faculty member in the FAM activity file.

FIGURE 13

This display is a continuation of the Detailed Activities Distribution Report. This portion of the report lists each activity reported by a faculty member.

Detailed Distribution Report
(Continued)

BEST COPY AVAILABLE

ORGANIZATIONAL UNIT	COURSE/ SECTION	FISCAL REF CODE	REPORTED TIME	PERCENT OF TOTAL REPORTED TIME	DISTRIBUTED SALARY	CONTACT HOURS	CREDIT HOURS	CREDIT X ENROLLMENT	SECTION CODE
A1 SCHEDULED TEACHING									
1701-MATHEMATICS	114B-01	I	9.00	18.55	2,872.	5.00	4.00	40.	
1701-MATHEMATICS	123A-02	I	6.00	12.37	1,914.	3.00	3.00	27.	
* ORGANIZATIONAL UNIT TOTAL			15.00	30.92	4,796.	8.00	7.00	67.	
1902-PHYSICS	314 -01	J	10.00	20.61	1,904.	6.00	.00	0.	
** TOTAL SCHEDULED TEACHING			25.00	51.54	6,690.	14.00	7.00	67.	
A2 UN SCH TEACHING									
B LOWER DIVISION		I	.50	1.03	159.				
A3 ACD PROG ADV									
B LOWER DIVISION		I	1.00	2.06	319.				
A4 COUR & CURR DEV									
B LOWER DIVISION		I	.50	1.03	159.				
B1 SPECIFIC PROJECT		I	10.00	20.61	3,191.				
B2 GEN SCHOLARSHIP		I	8.00	16.49	2,552.				
C1 STUDENT SERV									
		I	.50	1.03	159.				
		I	2.00	4.12	638.				
** TOTAL STUDENT SERV			2.50	5.15	797.				
C3 COMM PARTICIPAT		I	1.00	2.06	319.				
*** INDIVIDUAL TOTAL			48.50	99.99	14,186.				

Code indicating the activity type "B1" and a descriptive name "Specific Project."

Fiscal Reference Code.

Average hours per week as reported by the faculty member.

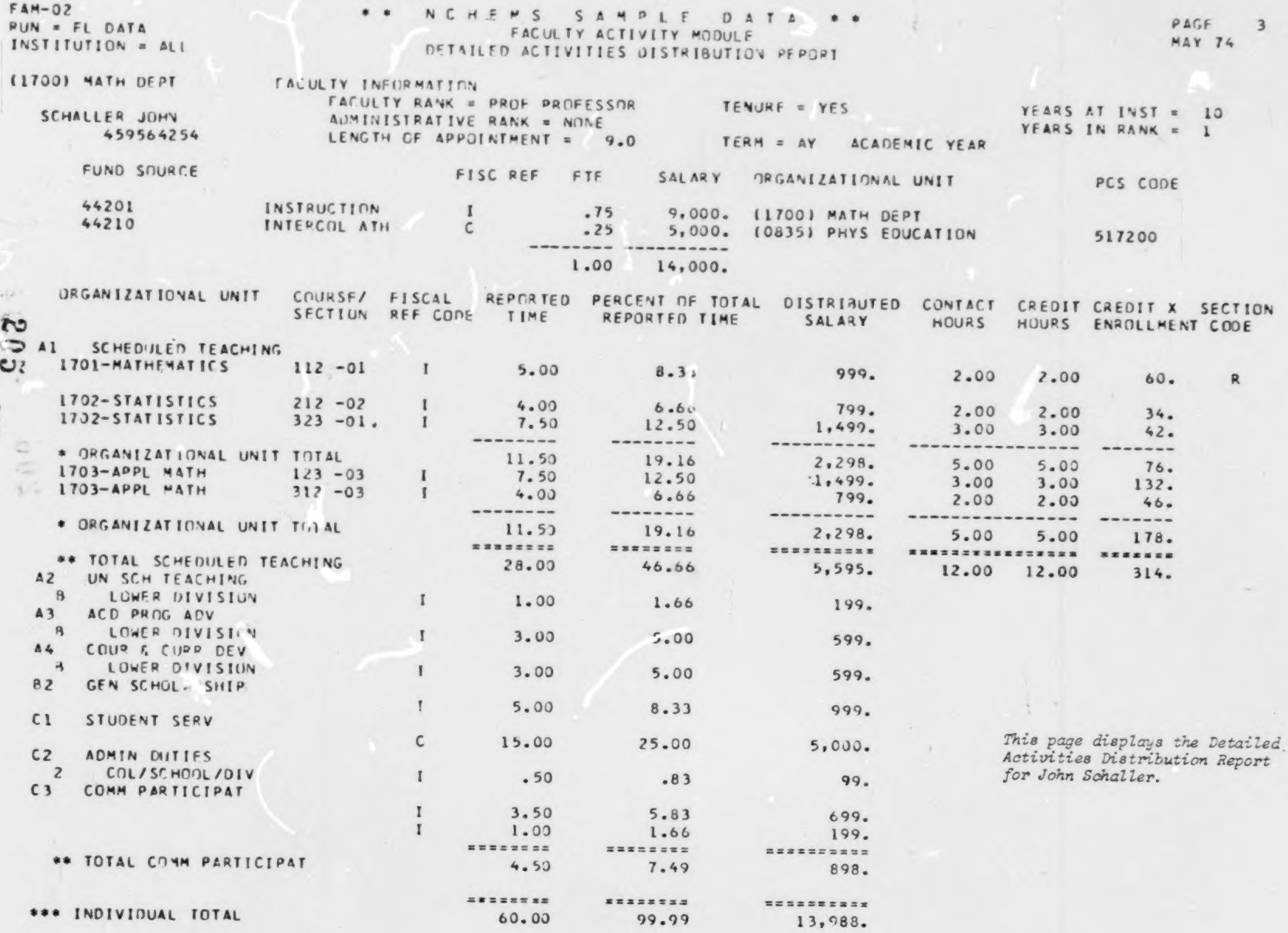
$(\frac{10}{48.5})100$ *or percent of time spent on this activity.*

This column displays the distribution of this faculty member's salary to his activities. The salary was distributed based upon the percent of time spent on each activity, except that in this run funds were restricted to certain activities based upon the Fiscal Reference Codes. Therefore, the $1,904 from account 44201 displayed on the previous page is 100% allocated to Physics 114-01. The user should note that for IEP funds should ***not*** *be restricted.*

The credit hours given for the course Mathematics 123A-02, multiplied by the student enrollment in the course.

FIGURE 14

Detailed Distribution Report (Continued)



```
FAM-02                       * *  N C H E M S   S A M P L E   D A T A  * *                         PAGE    3
RUN = FL DATA                             FACULTY ACTIVITY MODULE                                   MAY 74
INSTITUTION = ALL                  DETAILED ACTIVITIES DISTRIBUTION REPORT

(1700) MATH DEPT          FACULTY INFORMATION
                            FACULTY RANK = PROF PROFESSOR          TENURE = YES              YEARS AT INST =  10
  SCHALLER JOHN             ADMINISTRATIVE RANK = NONE                                        YEARS IN RANK =  1
       459564254            LENGTH OF APPOINTMENT =    9.0         TERM = AY   ACADEMIC YEAR

     FUND SOURCE                           FISC REF   FTE     SALARY   ORGANIZATIONAL UNIT              PCS CODE

     44201            INSTRUCTION             I        .75     9,000.  (1700) MATH DEPT
     44210            INTERCOL ATH            C        .25     5,000.  (0835) PHYS EDUCATION             517200
                                                   --------- ---------
                                                      1.00    14,000.

     ORGANIZATIONAL UNIT       COURSE/  FISCAL   REPORTED  PERCENT OF TOTAL  DISTRIBUTED  CONTACT  CREDIT  CREDIT X   SECTION
                               SECTION  REF CODE   TIME     REPORTED TIME      SALARY      HOURS    HOURS  ENROLLMENT CODE
 A1    SCHEDULED TEACHING
     1701-MATHEMATICS          112 -01     I       5.00         8.33             999.       2.00     2.00       60.      R

     1702-STATISTICS           212 -02     I       4.00         6.66             799.       2.00     2.00       34.
     1702-STATISTICS           323 -01.    I       7.50        12.50           1,499.       3.00     3.00       42.
                                                 --------     --------       ----------  -----------------   -------
     * ORGANIZATIONAL UNIT TOTAL                  11.50        19.16           2,298.       5.00     5.00       76.
     1703-APPL MATH            123 -03     I       7.50        12.50           1,499.       3.00     3.00      132.
     1703-APPL MATH            312 -03     I       4.00         6.66             799.       2.00     2.00       46.
                                                 --------     --------       ----------  -----------------   -------
     * ORGANIZATIONAL UNIT TOTAL                  11.50        19.16           2,298.       5.00     5.00      178.
                                                 ========     ========       ==========  =================   =======
    ** TOTAL SCHEDULED TEACHING                   28.00        46.66           5,595.      12.00    12.00      314.
 A2    UN SCH TEACHING
   B      LOWER DIVISION                   I       1.00         1.66             199.
 A3    ACD PROG ADV
   B      LOWER DIVISION                   I       3.00         5.00             599.
 A4    COUR & CURR DEV
   B      LOWER DIVISION                   I       3.00         5.00             599.
 B2    GEN SCHOLARSHIP
                                           I       5.00         8.33             999.
 C1    STUDENT SERV
                                           C      15.00        25.00           5,000.
 C2    ADMIN DUTIES
   2      COL/SCHOOL/DIV                   I        .50          .83              99.
 C3    COMM PARTICIPAT
                                           I       3.50         5.83             699.
                                           I       1.00         1.66             199.
                                                 ========     ========       ==========
    ** TOTAL COMM PARTICIPAT                       4.50         7.49             898.

                                                 ========     ========       ==========
   *** INDIVIDUAL TOTAL                           60.00        99.99          13,988.
```

This page displays the Detailed Activities Distribution Report for John Schaller.

to each activity. This report is intended to be used to determine that complete and accurate activity information has been collected for the faculty member. The purposes of the reports produced by the system are: (1) to help identify keypunching and coding errors resulting from data preparation, (2) to help judge whether data collected for only one term or for some subset of the total faculty population provide a representative distribution of faculty activities across the activity structure, and (3) to display the data generated for input to other NCHEMS costing and data management system modules.

The Summary Distribution Report (Figures 15 and 16) aggregates the time spent in each type of activity for all individuals in an organizational unit. This report indicates the total as well as the percentage of time spent by faculty on each type of activity. It also shows the distribution of faculty compensation and service months across the activities for an organizational unit. Finally, the report summarizes funding account information and faculty headcount figures within each organizational unit.

The PDM Data Display Report (Figure 17) shows the cost and structural data that are formatted for input to the Personnel Data Module (PDM). The user may alter the structure used for FAM (that is, scheduled teaching, unscheduled teaching, and so forth) in order to meet institutional cost study structural conventions (that is, Program Classification Structure codes). For example, a faculty activity record that represents lower division scheduled teaching in the biology organizational unit might be converted to an activity with a structural code of 1.1.0401.20.

FIGURE 15

Summary Distribution Report

```
FAM-02                    * *  N C H E M S   S A M P L E   D A T A  * *                PAGE    4
RUN = FL DATA                      FACULTY ACTIVITY MODULE                           MAY 74
INSTITUTION = ALL          SUMMARY ACTIVITIES DISTRIBUTION REPORT

(1700) MATH DEPT

                               REPORTED   PERCENT OF TOTAL   SERVICE      SALARY       PERCENT OF TOTAL
                                 TIME      REPORTED  TIME     MONTHS    DISTRIBUTION        SALARY
  A1   SCHEDULED TEACH
   1701 MATHEMATICS
        20    LOWER DIVISION     20.00        18.43            4.24       5,786.74          20.53
   1702 STATISTICS
        30    UPPER DIVISION     11.50        10.59            1.71       2,299.98           8.16
   1703 APPL MATH
        20    LOWER DIVISION      7.50         6.91            1.12       1,499.99           5.32
        30    UPPER DIVISION      4.00         3.68             .59         799.99           2.83
                               ----------  ---------        ---------- ----------       ----------
        *TOTAL APPL MATH         11.50*       10.59*           1.71*      2,299.98*          8.16*
   1902 PHYSICS
        30    UPPER DIVISION     10.00         9.21            1.44       1,904.00           6.75
                               ----------  ---------        ---------- ----------       ----------
207 **TOTAL SCHEDULED TEACH      53.00**      48.84**          9.10**    12,290.70**        43.62**

  A2   UN SCH TEACHING
        B          LOWER DIVISION 1.50*        1.38*            .25*        359.54*          1.27*

  A3   ACD PROG ADV
        B          LOWER DIVISION 4.00*        3.68*            .67*        919.10*          3.26*

  A4   COUR & CURR DEV
        B          LOWER DIVISION 3.50*        3.22*            .55*        759.54*          2.69*

  B1   SPECIFIC PROJECT
                                 10.00*        9.21*           2.33*      3,191.16*         11.32*

  B2   GEN SCHOLARSHIP
                                 13.00*       11.98*           2.61*      3,552.92*         12.61*

  C1   STUDENT SERV
                                [17.50*]     [16.12*]         [2.82*]    [5,797.78*]       [20.57*]

  C2   ADMIN DUTIES
        2          COL/SCHOOL/DIV  .50*         .46*            .07*         99.99*           .35*

  C3   COMM PARTICIPAT
                                  5.50*        5.06*            .89*      1,219.09*          4.32*
                               ----------  ---------        ---------- ----------       ----------
***ORGANIZATIONAL UNIT TOTALS***  108.50***    99.99***        19.29***  28,189.82***      100.05***
```

Report title.

Total number of hours reported in student service activity by faculty in the Math department.

Percentage of hours devoted to student service. $(\frac{17.5}{108.50})100$

Service months are calculated as described in Section II.10 of this document. This figure is the sum of the service months devoted to student service by each faculty member.

This is the summary report which combines the activities of all faculty in the Math department. In this example the summary report combines the activities of William Rodgers and John Schaller.

The sum of each faculty member's dollars allocated to student service.

The percent of the salary dollars which are allocated to student service.

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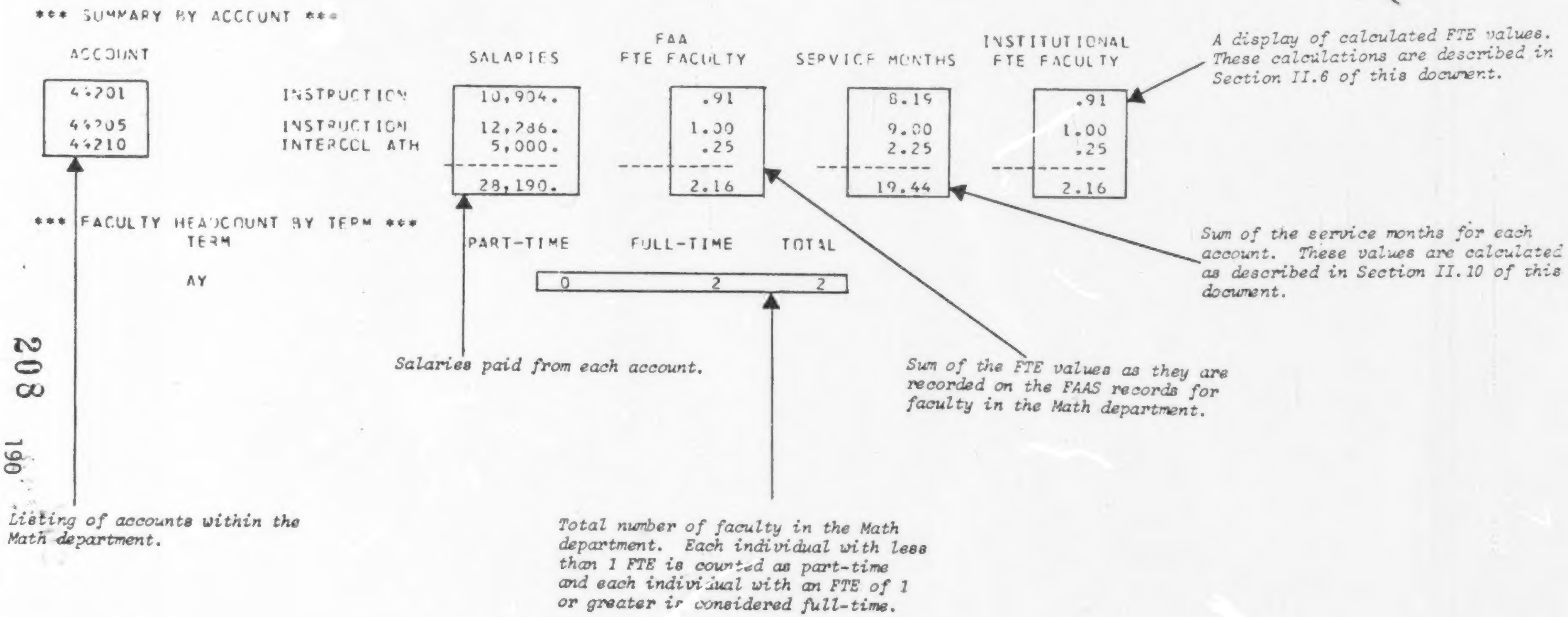
FIGURE 16

Summary Distribution Report (Continued)



```
*** SUMMARY BY ACCOUNT ***

                                                   FAA                        INSTITUTIONAL
 ACCOUNT                          SALARIES      FTE FACULTY   SERVICE MONTHS   FTE FACULTY

  44201        INSTRUCTION         10,904.          .91            8.19            .91
  44205        INSTRUCTION         12,286.         1.00            9.00           1.00
  44210        INTERCOL ATH         5,000.          .25            2.25            .25
                                 ----------    ----------    ----------      ----------
                                   28,190.         2.16           19.44           2.16

*** FACULTY HEADCOUNT BY TERM ***
            TERM                 PART-TIME      FULL-TIME      TOTAL

            AY                       0              2             2
```

A display of calculated FTE values. These calculations are described in Section II.6 of this document.

Sum of the service months for each account. These values are calculated as described in Section II.10 of this document.

Salaries paid from each account.

Sum of the FTE values as they are recorded on the FAAS records for faculty in the Math department.

Listing of accounts within the Math department.

Total number of faculty in the Math department. Each individual with less than 1 FTE is counted as part-time and each individual with an FTE of 1 or greater is considered full-time.

FIGURE 17

PDM Data Display Report

```
FA.-03                  * *   N C H E M S   S A M P L E   D A T A   * *                           PAGE    2
FL DATA                       FACULTY ACTIVITY MODULE - PDM DATA                                  MAY 74

IDENTIFIER PERSON NAME      TYPE  QUAL   UNITS   COMPENSATION IDENTIFIER      QUAL   ACTI UNITS ACTI ROW    SROW

503404570  RODGERS WILLIAM  PROF   I      9.00   12,286.00    44205
                                   J      1.44    1,904.00    44201            I        6.00   11   1701   20
                                                                               I        9.00   11   1701   20
                                                                               J       10.00   11   1902   30
                                                                               I        2.00   51   1700
                                                                               I         .50   10   1700
                                                                               I        1.00   10   1700
                                                                               I         .50   10   1700
                                                                               I       10.00   10   1700
                                                                               I        8.00   DROP 1700
                                                                               I         .50   51   1700
                                                                               I        1.00   DROP 1700

59564254   SCHALLER JOHN    PROF   C      2.25    5,000.00    44210
                                   I      6.75    9,000.00    44201            I        4.00   11   1702   30
                                                                               I        4.00   11   1703   30
                                                                               I        7.50   11   1702   30
                                                                               I        7.50   11   1703   20
                                                                               I        5.00   5.2  1701   20
                                                                               C       15.00   51   1700
                                                                               I         .50   DROP 1700
                                                                               I        3.50   DROP 1700
                                                                               I        1.00   DROP 1700
                                                                               I        3.00   10   1700
                                                                               I        5.00   DROP 1700
                                                                               I        1.00   10   1700
                                                                               I        3.00   10   1700
```

This report displays the data that are converted into PDM format.

This line represents one activity. The fiscal reference code was I, the hours reported were 4, and the assigned PCS code was 1.1.1703.30

APPENDIX II

MEANS, STANDARD DEVIATIONS, AND RELATIVE DISPERSIONS CALCULATED FOR THE CELLS IN TABLES 30.1 THROUGH 33.6

TABLE A

MASTER PROFILE 1.1 (MP-1.1)

CASE STUDY INSTITUTION

Average Hours Per Person
Per Week Expended by All Academic Staff
on Professional Activities and Institutional Outcomes

(N = 376)

```
.....................TABLE 30........................
RANK CODES INCLUDED IN THIS REPORT      1    2    3    4
OUTCOME
                            1            2            3            4            5            6            7        TOTAL

    COL COUNT             374          374          374          374          374          374          374          374

A1  ROW COUNT             374
A1  TOTALS          7889.2720    1206.1370    1645.2440     350.2790     275.3200     724.6450     895.5000   12985.3200
A1  AVERAGE           21.0943       3.2250       4.3991        .9366        .7361       1.9376       2.3944      34.7201
A1  ST DEV            15.0397       5.7677      11.5469       2.5975       1.9695       3.3208      11.3808      16.3436
A1  REL DIS             .7130       1.7885       2.6248       2.7734       2.6754       1.7139       4.7531        .4707

A2  ROW COUNT             374
A2  TOTALS           457.0470      48.5110      96.0400      23.3700      97.5250     185.0680      77.5300     985.1400
A2  AVERAGE            1.2221        .1297        .2568        .0625        .2608        .4948        .2073       2.6341
A2  ST DEV             3.5122        .3617       1.5621        .3087        .8893       1.1455        .9517       4.3099
A2  REL DIS            2.8739       2.7885       6.0820       4.9406       3.4105       2.3148       4.5911       1.6362

A3  ROW COUNT             374
A3  TOTALS           510.8400      11.1000      23.7000       9.6050      66.0250      22.0300      61.7000     705.0200
A3  AVERAGE            1.3659        .0297        .0634        .0257        .1765        .0589        .1650       1.8851
A3  ST DEV             2.8547        .1873        .5925        .1927        .7236        .4398        .6594       3.1544
A3  REL DIS            2.0899       6.3109       9.3498       7.5048       4.0988       7.4657       3.9969       1.6735

A4  ROW COUNT             374
A4  TOTALS           361.8400      73.2650     101.2400      29.9900     183.8950     114.2950     155.0000    1019.5000
A4  AVERAGE             .9675        .1959        .2707        .0802        .4917        .3056        .4144       2.7259
A4  ST DEV             1.9817        .6023       1.4486        .9209       1.0520        .8236       1.7438       3.6244
A4  REL DIS            2.0483       3.0746       5.3516      11.4839       2.1395       2.6950       4.2076       1.3296

A   ROW COUNT             374
A   TOTALS          9219.0380    1339.0130    1866.2440     413.2440     622.7650    1046.0370    1189.7300   15694.9800
A   AVERAGE           24.6498       3.5802       4.9900       1.1049       1.6651       2.7969       3.1811      41.9652
A   ST DEV            16.5231       5.9341      12.5047       2.8991       2.7799       4.1211      12.1492      17.5426
A   REL DIS             .6703       1.6575       2.5063       2.6238       1.6695       1.4735       3.8192        .4180

B1  ROW COUNT             374
B1  TOTALS           245.7350     366.7850     145.9950     121.3000     223.4900     777.7650     134.5000    2015.8100
B1  AVERAGE             .6570        .9807        .3904        .3243        .5976       2.0796        .3596       5.3899
B1  ST DEV             1.9562       2.7856       1.8363       1.3289       2.1393       4.3611       1.9902       7.7841
B1  REL DIS            2.9773       2.8404       4.7041       4.0974       3.5801       2.0971       5.5341       1.4442

B2  ROW COUNT             374
B2  TOTALS           342.3730     105.7950      69.1700      36.1500     148.5730    1633.1910     188.3500    2523.6600
B2  AVERAGE             .9154        .2829        .1849        .0967        .3973       4.3668        .5036       6.7478
B2  ST DEV             1.6548       1.7375       1.0433        .4482       1.6494       5.0868       2.1814       6.4328
B2  REL DIS            1.8077       6.1422       5.6411       4.6374       4.1519       1.1649       4.3316        .9533
```

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TABLE A (Continued)

B	ROW COUNT	374							
B	TOTALS	588.1080	472.5800	215.1650	157.4500	372.0630	2410.0540	322.8500	4539.4700
B	AVERAGE	1.5725	1.2636	.5753	.4210	.9948	6.4464	.8632	12.1376
B	ST DEV	2.7905	3.3080	2.3521	1.4581	3.3235	6.8163	3.2791	10.4674
B	REL DIS	1.7746	2.6179	4.0885	3.4636	3.3408	1.0574	3.7986	.8624
C1	ROW COUNT	374							
C1	TOTALS	781.7080	26.0000	19.9200	24.0950	179.3530	57.3350	74.0500	1162.4800
C1	AVERAGE	2.0901	.0695	.0533	.0644	.4796	.1533	.1980	3.1082
C1	ST DEV	5.1764	.5269	.6464	.3097	3.2848	.7188	1.0810	6.5827
C1	REL DIS	2.4766	7.5798	12.1365	4.8072	6.8498	4.6890	5.4600	2.1178
C2	ROW COUNT	374							
C2	TOTALS	342.7520	41.4420	21.2900	103.7710	1387.9110	62.2450	257.2600	2216.7000
C2	AVERAGE	.9164	.1108	.0569	.2775	3.7110	.1664	.6879	5.9270
C2	ST DEV	3.0755	.8896	.5382	1.7289	7.2430	.7228	3.9679	9.9536
C2	REL DIS	3.3559	8.0284	9.4546	6.2312	1.9518	4.3430	5.7684	1.6794
C3	ROW COUNT	374							
C3	TOTALS	53.7150	14.0850	17.8400	18.4000	384.5200	12.5400	79.5500	580.6500
C3	AVERAGE	.1436	.0377	.0477	.0492	1.0281	.0335	.2127	1.5525
C3	ST DEV	.4365	.1830	.2584	.3159	2.2864	.1391	.9217	2.5382
C3	REL DIS	3.0395	4.8582	5.4171	6.4206	2.2238	4.1486	4.3334	1.6349
C	ROW COUNT	374							
C	TOTALS	1178.1740	81.5270	59.0500	146.2660	1951.7830	132.1200	410.8600	3959.8300
C	AVERAGE	3.1502	.2180	.1579	.3911	5.2187	.3533	1.0986	10.5878
C	ST DEV	6.1984	1.0929	.9068	1.5386	9.1773	1.1002	4.7914	13.0638
C	REL DIS	1.9676	5.0138	5.7434	4.7012	1.7586	3.1145	4.3616	1.2339
D	ROW COUNT	374							
D	TOTALS	43.4780	71.1000	9.0550	275.6560	47.2360	73.1660	61.3800	581.0600
D	AVERAGE	.1163	.1901	.0242	.7370	.1263	.1956	.1641	1.5536
D	ST DEV	.5085	3.0045	.1695	1.7817	.4375	1.0562	1.2965	4.0570
D	REL DIS	4.3738	15.8043	7.0001	2.4174	3.4638	5.3988	7.8997	2.6113
D	ROW COUNT	374							
D	TOTALS	43.4780	71.1000	9.0550	275.6560	47.2360	73.1660	61.3800	581.0600
D	AVERAGE	.1163	.1901	.0242	.7370	.1263	.1956	.1641	1.5536
D	ST DEV	.5085	3.0045	.1695	1.7817	.4375	1.0562	1.2965	4.0570
D	REL DIS	4.3738	15.8043	7.0001	2.4174	3.4638	5.3988	7.8997	2.6113
TOT	ROW COUNT	374							
TOT	TOTALS	11028.7960	1964.2200	2149.5340	992.6150	2993.8440	3662.2740	1984.8200	24775.3400
TOT	AVERAGE	29.4888	5.2519	5.7474	2.6541	8.0049	9.7922	5.3070	66.2442
TOT	ST DEV	18.1946	7.6985	13.1906	4.5831	10.6915	8.9282	15.3069	21.3873
TOT	REL DIS	.6170	1.4658	2.2966	1.7268	1.3356	.9118	2.8843	.3229

TABLE B

MASTER PROFILE 1.2 (MP-1.2)

CASE STUDY INSTITUTION

Average Hours Per Person Per Week Expended by
Professors, Associate Professors, and Assistant Professors
on Professional Activities and Institutional Outcomes

(N = 327)

OUTCOME		1	2	3	4	5	6	7	TOTAL
	COL COUNT	327	327	327	327	327	327	327	327
A1	ROW COUNT	327							
A1	TOTALS	6908.7370	1064.4600	1386.8290	331.0220	248.1150	614.9550	891.5000	11444.5200
A1	AVERAGE	21.1276	3.2552	4.2411	1.0123	.7588	1.8806	2.7263	34.9985
A1	ST DEV	14.9527	5.7555	11.6687	2.7505	2.0114	3.3682	12.1331	16.6103
A1	REL DIS	.7077	1.7681	2.7514	2.7170	2.6509	1.7910	4.4504	.4746
A2	ROW COUNT	327							
A2	TOTALS	423.2540	41.4110	63.0100	17.6700	85.1750	149.3300	77.5300	857.3900
A2	AVERAGE	1.2944	.1266	.1927	.0540	.2605	.4567	.2371	2.6220
A2	ST DEV	3.7238	.3589	.7841	.2668	.8908	1.0749	1.0144	4.1357
A2	REL DIS	2.8770	2.8341	4.0690	4.9378	3.4200	2.3538	4.2783	1.5773
A3	ROW COUNT	327							
A3	TOTALS	482.8600	11.1000	21.2500	9.6000	63.4600	20.0500	59.7000	668.0200
A3	AVERAGE	1.4766	.0339	.0650	.0294	.1941	.0613	.1826	2.0429
A3	ST DEV	3.0172	.1999	.6241	.2059	.7684	.4646	.6949	3.3218
A3	REL DIS	2.0433	5.8904	9.6034	7.0122	3.9595	7.5772	3.8061	1.6260
A4	ROW COUNT	327							
A4	TOTALS	326.1400	63.8650	77.4650	29.4850	169.0400	99.6300	147.0000	912.6000
A4	AVERAGE	.9974	.1953	.2369	.0902	.5169	.3047	.4495	2.7908
A4	ST DEV	2.0679	.6162	1.0905	.9840	1.0806	.8514	1.8486	3.6037
A4	REL DIS	2.0733	3.1551	4.6034	10.9133	2.0904	2.7944	4.1121	1.2913
A	ROW COUNT	327							
A	TOTALS	8140.9910	1180.8360	1546.5540	387.7770	565.7900	883.9650	1175.7300	13882.5300
A	AVERAGE	24.8960	3.6111	4.7356	1.1859	1.7302	2.7033	3.5955	42.4542
A	ST DEV	16.5720	5.9195	12.3670	3.0698	2.8482	4.1127	12.9363	17.7047
A	REL DIS	.6656	1.6392	2.6115	2.5887	1.6461	1.5214	3.5979	.4170
B1	ROW COUNT	327							
B1	TOTALS	231.9850	342.3350	108.6200	111.6350	205.4700	673.5250	127.5000	1801.3100
B1	AVERAGE	.7094	1.0469	.3322	.3414	.6283	2.0597	.3899	5.5086
B1	ST DEV	2.0483	2.8885	1.6580	1.3603	2.2349	4.0471	2.1065	7.6692
B1	REL DIS	2.8872	2.7591	4.9915	3.9845	3.5568	1.9649	5.4026	1.3922
B2	ROW COUNT	327							
B2	TOTALS	305.4730	102.7700	67.1700	35.7050	140.8130	1385.3210	183.1000	2220.4100
B2	AVERAGE	.9342	.3143	.2054	.1092	.4306	4.2365	.5599	6.7902
B2	ST DEV	1.6949	1.8544	1.1089	.4778	1.7576	5.0610	2.3167	6.5777
B2	REL DIS	1.6144	5.9004	5.3983	4.3763	4.0815	1.1946	4.1373	.9687

TABLE B (Continued)

```
B   ROW COUNT        327
B   TOTALS      537.4560   445.1050   175.7900   147.3400   346.2830  2058.8440   310.6000  4021.7200
B   AVERAGE       1.6436     1.3612      .5376      .4506     1.0590     6.2962      .9498    12.2988
B   ST DEV        2.8802     3.4559     2.2877     1.5027     3.5067     6.6351     3.4795    10.5714
B   REL DIS       1.7523     2.5389     4.2555     3.3349     3.3114     1.0538     3.6632      .8595

C1  ROW COUNT        327
C1  TOTALS      566.4830    16.6500    19.9200    22.2550   120.5280    41.2250    69.7000   856.7800
C1  AVERAGE       1.7324      .0509      .0609      .0681      .3686      .1261      .2131     2.6201
C1  ST DEV        3.1629      .4615      .6910      .3258     1.6943      .6315     1.1344     4.2918
C1  REL DIS       1.8257     9.0643    11.3428     4.7868     4.5967     5.0092     5.3221     1.6380



C2  ROW COUNT        327
C2  TOTALS      326.8020    38.1920    21.0400    94.4710  1262.9910    56.2650   210.0100  2009.8000
C2  AVERAGE        .9994      .1168      .0643      .2889     3.8624      .1721      .6422     6.1462
C2  ST DEV        3.2264      .9369      .5750     1.8227     7.4317      .7452     3.6283    10.0848
C2  REL DIS       3.2284     8.0220     8.9372     6.3090     1.9241     4.3309     5.6495     1.6408

C3  ROW COUNT        327
C3  TOTALS       49.5650    12.4100    17.8400    17.5500   357.7450    12.0400    77.3000   544.4500
C3  AVERAGE        .1516      .0380      .0546      .0537     1.0940      .0368      .2364     1.6650
C3  ST DEV         .4531      .1832      .2757      .3347     2.4022      .1479      .9796     2.6529
C3  REL DIS       2.9895     4.8275     5.0529     6.2369     2.1958     4.0157     4.1441     1.5933

C   ROW COUNT        327
C   TOTALS      942.8490    67.2520    58.8000   134.2760  1741.2630   109.5300   357.0100  3411.0300
C   AVERAGE       2.8833      .2057      .1798      .4106     5.3250      .3350     1.0918    10.4313
C   ST DEV        4.8026     1.1035      .9677     1.9335     9.0104     1.0726     4.6138    12.5564
C   REL DIS       1.6664     5.3654     5.3817     4.7087     1.6921     3.2022     4.2260     1.2037

D   ROW COUNT        327
D   TOTALS       38.4780    70.7000     9.0550   261.7060    44.5480    65.9530    60.3800   550.8100
D   AVERAGE        .1177      .2162      .0277      .8003      .1362      .2017      .1846     1.6844
D   ST DEV         .4699     3.2123      .1810     1.8684      .4576     1.0803     1.3848     4.2919
D   REL DIS       3.9938    14.8573     6.5359     2.3346     3.3589     5.3560     7.4996     2.5480

D   ROW COUNT        327
D   TOTALS       38.4780    70.7000     9.0550   261.7060    44.5480    65.9530    60.3800   550.8100
D   AVERAGE        .1177      .2162      .0277      .8003      .1362      .2017      .1846     1.6844
D   ST DEV         .4699     3.2123      .1810     1.8684      .4576     1.0803     1.3848     4.2919
D   REL DIS       3.9938    14.8573     6.5359     2.3346     3.3589     5.3560     7.4996     2.5480

TOT ROW COUNT        327
TOT TOTALS     9659.7740  1763.8930  1792.1990   931.0980  2697.8820  3118.2900  1903.7200 21866.0900
TOT AVERAGE      29.5406     5.3942     5.4807     2.8474     8.2504     9.5361     5.8218    66.8688
TOT ST DEV       18.1004     7.8572    12.9736     4.8145    10.6823     8.7034    16.1059    21.7020
TOT REL DIS        .6127     1.4566     2.3671     1.6908     1.2948      .9127     2.7665      .3245
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TABLE C

MASTER PROFILE 1.3 (MP-1.3)
CASE STUDY INSTITUTION

Average Hours Per Person
Per Week Expended by Professors
on Professional Activities and Institutional Outcomes

(N = 90)

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RANK CODES INCLUDED IN THIS REPORT      1    1    1    1

OUTCOME                      1           2           3           4           5           6           7       TOTAL
     COL COUNT              90          90          90          90          90          90          90          90

A1   ROW COUNT              90
A1   TOTALS          1821.3550    153.1650    310.0720     81.1470     35.0000    132.8700    258.5000   2792.0500
A1   AVERAGE           20.2373      1.7018      3.4452       .9016       .3889      1.4763      2.8722     31.0228
A1   ST DEV            14.9571      3.0128      8.7787      2.5542      1.0988      2.7937     11.7557     14.6815
A1   REL DIS             .7391      1.7703      2.5481      2.8328      2.8254      1.8923      4.0929       .4732

A2   ROW COUNT              90
A2   TOTALS           111.3900     11.9400     13.6900      4.6450     26.0450     25.2300     20.7000    213.6500
A2   AVERAGE            1.2377       .1327       .1521       .0516       .2894       .2803       .2300      2.3739
A2   ST DEV             2.1613       .3604       .6554       .2102      1.3032       .8451      1.2006      2.9121
A2   REL DIS            1.7463      2.7168      4.3085      4.0724      4.5034      3.0146      5.2200      1.2267

A3   ROW COUNT              90
A3   TOTALS           174.6000      2.6500      1.4000      1.2500     18.0750      8.3250     11.5000    217.8000
A3   AVERAGE            1.9400       .0294       .0156       .0139       .2008       .0925       .1278      2.4200
A3   ST DEV             2.5344       .1544       .0903       .0757       .6744       .7865       .5556      2.6882
A3   REL DIS            1.3064      5.2425      5.8024      5.4472      3.3580      8.5022      4.3480      1.1935

A4   ROW COUNT              90
A4   TOTALS            88.1450     20.9500     27.9500      1.2850     51.7950     26.5650     33.0000    249.7000
A4   AVERAGE             .9794       .2328       .3106       .0143       .5755       .2952       .3667      2.7744
A4   ST DEV             1.7696       .7234      1.4784       .0560      1.0510       .7423      2.1471      3.2094
A4   REL DIS            1.8068      3.1078      4.7606      3.9197      1.8262      2.5148      5.8537      1.1568

A    ROW COUNT              90
A    TOTALS          2195.4900    188.7050    353.1120     88.3270    130.9150    192.9900    323.7000   3473.2000
A    AVERAGE           24.3943      2.0967      3.9235       .9814      1.4546      2.1443      3.5967     38.5911
A    ST DEV            16.2340      3.3071      9.4050      2.6800      2.2997      3.9699     12.7832     15.8117
A    REL DIS             .6655      1.5773      2.3971      2.7308      1.5810      1.8513      3.5542       .4097

B1   ROW COUNT              90
B1   TOTALS            61.4200     52.1350     31.5400     18.2150     35.7200    127.9700     50.5000    377.5000
B1   AVERAGE             .6824       .5703       .3504       .2024       .3969      1.4219       .5611      4.1944
B1   ST DEV             1.6456      1.4267      1.9557       .8562      1.1660      3.6873      2.7303      6.6665
B1   REL DIS            2.4113      2.4629      5.5807      4.2306      2.9379      2.5932      4.8659      1.5894

B2   ROW COUNT              90
B2   TOTALS            84.4550     51.9900     17.3500     11.6750     43.9750    411.0550     45.5000    666.0000
B2   AVERAGE             .9384       .5777       .1928       .1297       .4886      4.5673       .5056      7.4000
B2   ST DEV             1.6662      3.2205      1.1724       .4397      1.6274      6.6829      1.8234      8.6869
B2   REL DIS            1.7756      5.5750      6.0816      3.3894      3.3306      1.4632      3.6068      1.1739
```

TABLE C (Continued)

B	ROW COUNT	90							
B	TOTALS	145.8750	104.1250	48.8900	29.8900	79.6950	539.0250	96.0000	1043.5000
B	AVERAGE	1.6208	1.1569	.5432	.3321	.8855	5.9892	1.0667	11.5944
B	ST DEV	2.4576	3.5678	2.7525	1.0317	2.0509	8.2127	3.5049	11.6380
B	REL DIS	1.5162	3.0795	5.0669	3.1064	2.3161	1.3713	3.2859	1.0038
C1	ROW COUNT	90							
C1	TOTALS	166.3250	0.0000	12.5000	6.2750	46.5500	1.8000	43.0000	276.4500
C1	AVERAGE	1.8481	0.0000	.1389	.0697	.5172	.0200	.4778	3.0717
C1	ST DEV	3.5678	0.0000	1.2578	.3407	2.0535	.1273	1.7778	4.3282
C1	REL DIS	1.9306	0.0000	9.0563	4.8862	3.9702	6.3661	3.7210	1.4091
C2	ROW COUNT	90							
C2	TOTALS	111.3750	23.7900	5.0900	49.3200	590.7050	11.6700	64.2500	856.2000
C2	AVERAGE	1.2375	.2643	.0566	.5480	6.5634	.1297	.7139	9.5133
C2	ST DEV	3.5842	1.6752	.4201	2.8274	10.4643	.6413	3.8802	12.8440
C2	REL DIS	2.8963	6.3375	7.4283	5.1595	1.5944	4.9457	5.4354	1.3501
C3	ROW COUNT	90							
C3	TOTALS	11.1250	3.1000	5.2000	3.8650	155.4100	4.2000	37.0000	219.9000
C3	AVERAGE	.1236	.0344	.0578	.0429	1.7268	.0467	.4111	2.4433
C3	ST DEV	.3480	.1557	.3000	.2398	2.5578	.1776	1.4464	2.7432
C3	REL DIS	2.8154	4.5218	5.1922	5.5831	1.4812	3.8059	3.5183	1.1227
C	ROW COUNT	90							
C	TOTALS	288.8250	26.8900	22.7900	59.4600	792.6650	17.6700	144.2500	1352.5500
C	AVERAGE	3.2092	.2988	.2532	.6607	8.8074	.1963	1.6028	15.0283
C	ST DEV	5.3026	1.7442	1.4061	2.8579	12.3180	.6836	5.7624	15.1791
C	REL DIS	1.6523	5.8377	5.5530	4.3258	1.3986	3.4818	3.5953	1.0100
D	ROW COUNT	90							
D	TOTALS	11.6400	8.0750	2.4900	70.8380	17.8780	15.4180	18.2500	144.5500
D	AVERAGE	.1293	.0897	.0277	.7871	.1986	.1713	.2028	1.6061
D	ST DEV	.4763	.4760	.1697	1.6173	.6136	.5304	1.1111	2.4030
D	REL DIS	3.6827	5.3058	6.1330	2.0548	3.0890	3.0963	5.4795	1.4961
D	ROW COUNT	90							
D	TOTALS	11.6400	8.0750	2.4900	70.8380	17.8780	15.4180	18.2500	144.5500
D	AVERAGE	.1293	.0897	.0277	.7871	.1986	.1713	.2028	1.6061
D	ST DEV	.4763	.4760	.1697	1.6173	.6136	.5304	1.1111	2.4030
D	REL DIS	3.6827	5.3058	6.1330	2.0548	3.0890	3.0963	5.4795	1.4961
TOT	ROW COUNT	90							
TOT	TOTALS	2641.8300	327.7950	427.2820	248.5140	1021.1520	765.1020	582.2000	6013.8000
TOT	AVERAGE	29.3537	3.6422	4.7476	2.7613	11.3461	8.5011	6.4689	66.8200
TOT	ST DEV	17.4721	5.8420	10.2330	4.7775	13.5495	10.1580	18.1950	20.0854
TOT	REL DIS	.5952	1.6040	2.1554	1.7302	1.1942	1.1949	2.8127	.3006

TABLE D

MASTER PROFILE 1.4 (MP-1.4)

CASE STUDY INSTITUTION

Average Hours Per Person
Per Week Expended by Associate Professors
on Professional Activities and Institutional Outcomes

(N = 96)

RANK CODES INCLUDED IN THIS REPORT 2 2 2 2

OUTCOME		1	2	3	4	5	6	7	TOTAL
	COL COUNT	96	96	96	96	96	96	96	96
A1	ROW COUNT	96							
A1	TOTALS	1913.0750	251.8850	541.5850	91.3650	72.3850	173.2150	384.0000	3426.8700
A1	AVERAGE	19.9279	2.6238	5.6415	.9517	.7540	1.8043	4.0000	35.6966
A1	ST DEV	14.7581	4.6457	12.4075	2.2114	1.6600	2.8157	16.6158	17.5344
A1	REL DIS	.7406	1.7706	2.1993	2.3236	2.2016	1.5605	4.1539	.4912
A2	ROW COUNT	96							
A2	TOTALS	160.7150	15.4000	13.7200	5.0750	27.6550	47.6350	35.8300	306.0300
A2	AVERAGE	1.6741	.1604	.1429	.0529	.2881	.4962	.3732	3.1878
A2	ST DEV	5.8434	.4752	.4581	.2168	.8800	1.3358	1.0991	5.9999
A2	REL DIS	3.4904	2.9620	3.2053	4.1015	3.0547	2.6921	2.9449	1.8821
A3	ROW COUNT	96							
A3	TOTALS	150.2500	1.7000	4.6500	3.7500	13.8000	6.2500	14.0000	194.4000
A3	AVERAGE	1.5651	.0177	.0484	.0391	.1437	.0651	.1458	2.0250
A3	ST DEV	3.5787	.1003	.4269	.2180	.4791	.3234	.4943	3.5866
A3	REL DIS	2.2866	5.6614	8.8139	5.5800	3.3325	4.9675	3.3897	1.7711
A4	ROW COUNT	96							
A4	TOTALS	92.1550	21.4100	21.9150	2.1500	41.4800	17.0300	50.0000	246.1500
A4	AVERAGE	.9599	.2230	.2283	.0224	.4321	.1774	.5208	2.5641
A4	ST DEV	1.9303	.7578	1.0502	.1459	.9482	.4492	1.7046	3.1173
A4	REL DIS	2.0108	3.3980	4.6006	6.5159	2.1945	2.5325	3.2729	1.2158
A	ROW COUNT	96							
A	TOTALS	2316.1950	290.3950	581.8700	102.3400	155.3200	244.1300	483.8300	4173.4500
A	AVERAGE	24.1270	3.0249	6.0611	1.0660	1.6179	2.5430	5.0399	43.4734
A	ST DEV	17.7924	4.8675	12.9845	2.3273	2.4239	3.6212	17.0274	19.2341
A	REL DIS	.7374	1.6091	2.1423	2.1831	1.4982	1.4240	3.3785	.4424
B1	ROW COUNT	96							
B1	TOTALS	54.5150	125.7000	19.7800	43.1450	38.7500	132.9700	18.0000	432.9000
B1	AVERAGE	.5679	1.3094	.2060	.4494	.4036	1.3851	.1875	4.5094
B1	ST DEV	1.3448	3.7387	.8162	1.4912	.9564	2.6245	.9389	6.0659
B1	REL DIS	2.3682	2.8553	3.9611	3.3179	2.3694	1.8948	5.0074	1.3452
B2	ROW COUNT	96							
B2	TOTALS	78.7050	15.5550	10.0700	10.2050	51.2370	406.8170	60.5000	633.1500
B2	AVERAGE	.8198	.1620	.1049	.1063	.5337	4.2377	.6302	6.5953
B2	ST DEV	1.5794	.5680	.5989	.3291	1.6105	4.3322	2.1472	5.2208
B2	REL DIS	1.9265	3.5057	5.7098	3.0962	3.0174	1.0223	3.4072	.7916

TABLE D (Continued)

B	ROW COUNT	96							
B	TOTALS	133.2200	141.2550	29.8500	53.3500	89.9870	539.7870	78.5000	1066.0500
B	AVERAGE	1.3877	1.4714	.3109	.5557	.9374	5.6228	.8177	11.1047
B	ST DEV	2.2422	3.7628	1.1339	1.5965	1.9358	5.2115	2.7052	8.1126
B	REL DIS	1.6158	2.5572	3.6468	2.8727	2.0651	.9269	3.3083	.7306
C1	ROW COUNT	96							
C1	TOTALS	188.5630	1.6500	2.3000	10.6500	42.2380	20.4000	16.9500	282.7500
C1	AVERAGE	1.9642	.0172	.0240	.1109	.4400	.2125	.1766	2.9453
C1	ST DEV	3.3156	.1115	.1682	.3991	2.2060	.8843	1.0649	4.4166
C1	REL DIS	1.6880	6.4800	7.0191	3.5975	5.0138	4.1614	6.0311	1.4995
C2	ROW COUNT	96							
C2	TOTALS	106.6970	11.4520	13.2000	30.8260	372.6460	24.5050	42.8600	602.2100
C2	AVERAGE	1.1114	.1193	.1375	.3211	3.8817	.2553	.4465	6.2730
C2	ST DEV	3.9087	.5306	.9475	1.8029	7.0908	.9081	1.7772	9.8540
C2	REL DIS	3.5168	4.4481	6.8909	5.6148	1.8267	3.5576	3.9807	1.5708
C3	ROW COUNT	96							
C3	TOTALS	16.9000	4.4500	2.3750	7.1000	101.9750	2.3500	18.5000	153.6500
C3	AVERAGE	.1760	.0464	.0247	.0740	1.0622	.0245	.1927	1.6005
C3	ST DEV	.4623	.2286	.1640	.5190	3.1761	.1015	.6668	3.2589
C3	REL DIS	2.6263	4.9313	6.6289	7.0176	2.9900	4.1484	3.4602	2.0361
C	ROW COUNT	96							
C	TOTALS	312.1590	17.5520	17.8750	48.5760	516.8580	47.2550	78.3100	1038.6100
C	AVERAGE	3.2517	.1828	.1862	.5060	5.3839	.4922	.8157	10.8189
C	ST DEV	5.4709	.6686	.9714	2.0637	9.0699	1.2996	2.5396	12.3107
C	REL DIS	1.6825	3.6568	5.2169	4.0784	1.6846	2.6402	3.1133	1.1379
D	ROW COUNT	96							
D	TOTALS	13.5380	60.3000	4.5900	90.3430	10.0400	26.9500	13.1300	218.8800
D	AVERAGE	.1410	.6281	.0478	.9411	.1046	.2807	.1368	2.2800
D	ST DEV	.4985	5.8879	.2430	2.3891	.3251	1.4501	.7679	6.6379
D	REL DIS	3.5352	9.3737	5.0814	2.5387	3.1086	5.1654	5.6147	2.9114
D	ROW COUNT	96							
D	TOTALS	13.5380	60.3000	4.5900	90.3430	10.0400	26.9500	13.1300	218.8800
D	AVERAGE	.1410	.6281	.0478	.9411	.1046	.2807	.1368	2.2800
D	ST DEV	.4985	5.8879	.2430	2.3891	.3251	1.4501	.7679	6.6379
D	REL DIS	3.5352	9.3737	5.0814	2.5387	3.1086	5.1654	5.6147	2.9114
TOT	ROW COUNT	96							
TOT	TOTALS	2775.1110	509.5020	634.1850	294.6090	772.2050	858.1220	653.7700	6496.9900
TOT	AVERAGE	28.9074	5.3073	6.6061	3.0688	8.0438	8.9388	6.8101	67.6770
TOT	ST DEV	18.9442	8.5747	13.6270	4.9049	9.9116	7.7834	18.1251	22.9610
TOT	REL DIS	.6553	1.6160	2.0628	1.5983	1.2322	.8707	2.6615	.3393

TABLE E

MASTER PROFILE 1.5 (MP-1.5)
CASE STUDY INSTITUTION

Average Hours Per Person
Per Week Expended by Assistant Professors
on Professional Activities and Institutional Outcomes

(N = 141)

RANK CODES INCLUDED IN THIS REPORT 3 3 3 3

OUTCOME		1	2	3	4	5	6	7	TOTAL
	COL COUNT	141	141	141	141	141	141	141	141
A1	POW COUNT	141							
A1	TOTALS	3174.3070	659.4100	535.1720	158.5100	140.7300	308.8700	249.0000	5225.6000
A1	AVERAGE	22.5128	4.6767	3.7955	1.1242	.9981	2.1906	1.7660	37.0610
A1	ST DEV	14.9677	7.2459	12.6424	3.1667	2.5674	3.9656	7.9490	16.6814
A1	PEL DIS	.6649	1.5494	3.3309	2.8169	2.5723	1.8103	4.5012	.4501
A2	POW COUNT	141							
A2	TOTALS	151.1490	14.0710	35.6000	7.9500	31.4750	76.4650	21.0000	337.7100
A2	AVERAGE	1.0720	.0998	.2525	.0564	.2232	.5423	.1489	2.3951
A2	ST DEV	2.4043	.2441	1.0012	.3239	.4761	.9903	.7894	3.0716
A2	PEL DIS	2.2428	2.4662	3.9654	5.7443	2.1327	1.8261	5.3005	1.2825
A3	ROW COUNT	141							
A3	TOTALS	158.0100	6.7500	15.2000	4.6000	31.5850	5.4750	34.2000	255.8200
A3	AVERAGE	1.1206	.0479	.1078	.0326	.2240	.0388	.2426	1.8143
A3	ST DEV	2.8326	.2651	.8777	.2491	.9593	.1829	.8660	3.3711
A3	REL DIS	2.5277	5.5377	8.1419	7.6358	4.2822	4.7097	3.5704	1.8581
A4	POW COUNT	141							
A4	TOTALS	145.8400	21.5050	27.6000	26.0500	75.7650	56.0350	64.0000	416.7500
A4	AVERAGE	1.0343	.1525	.1957	.1848	.5373	.3974	.4539	2.9557
A4	ST DEV	2.3192	.3902	.7789	1.4878	1.1762	1.0827	1.7309	4.1068
A4	PEL DIS	2.2423	2.5586	3.9792	8.0528	2.1890	2.7245	3.8134	1.3895
A	POW COUNT	141							
A	TOTALS	3629.3060	701.7340	613.5720	197.1100	279.5550	446.8450	368.2000	6235.8800
A	AVERAGE	25.7398	4.9749	4.3516	1.3979	1.9827	3.1691	2.6113	44.2261
A	ST DEV	15.8706	7.3884	13.4789	3.6744	3.3641	4.4503	9.1656	17.3815
A	PEL DIS	.6166	1.4846	3.0975	2.6284	1.6967	1.4043	3.5099	.3930
B1	POW COUNT	141							
B1	TOTALS	116.0500	164.5000	57.3000	50.2750	131.0000	412.5850	59.0000	990.9100
B1	AVERAGE	.8230	1.1667	.4064	.3566	.9291	2.9261	.4184	7.0277
B1	ST DEV	2.5968	2.8867	1.8612	1.5129	3.1519	4.8266	2.2102	8.8824
B1	PEL DIS	3.1550	2.4744	4.5799	4.2430	3.3925	1.6495	5.2821	1.2639
B2	POW COUNT	141							
B2	TOTALS	142.3130	35.2250	39.7500	1[illegible].8250	45.6010	567.4490	77.1000	921.2600
B2	AVERAGF	1.0093	.2498	.2819	.0980	.3234	4.0245	.5468	6.5338
B2	ST DEV	1.7626	1.0349	1.3105	.5762	1.9201	4.2428	2.6795	5.7694
B2	PEL DIS	1.7661	4.1427	4.6484	5.8764	5.9370	1.0542	4.9003	.6830

TABLE E (Continued)

B	ROW COUNT	141							
B	TOTALS	258.3630	199.7250	97.0500	64.1000	176.6010	980.0320	136.1000	1912.1700
B	AVERAGE	1.8324	1.4165	.6883	.4546	1.2525	6.9506	.9652	13.5615
B	ST DEV	3.4466	3.1403	2.5235	1.6750	4.8183	6.3054	3.9029	11.1816
B	REL DIS	1.8810	2.2233	3.6664	3.6844	3.8469	.9072	4.0435	.8245
C1	ROW COUNT	141							
C1	TOTALS	211.5950	15.0000	5.1200	5.3300	31.7400	19.0250	9.7500	297.5800
C1	AVERAGE	1.5007	.1064	.0363	.0378	.2251	.1349	.0691	2.1105
C1	ST DEV	2.7370	.6978	.2697	.2479	.7838	.6081	.3587	4.1251
C1	REL DIS	1.8239	6.5127	7.4274	6.5570	3.4821	4.5067	5.1868	1.9546
C2	ROW COUNT	141							
C2	TOTALS	108.7300	2.9500	2.7500	14.3250	299.6400	20.0900	102.9000	551.3900
C2	AVERAGE	.7711	.0209	.0195	.1016	2.1251	.1425	.7298	3.9106
C2	ST DEV	2.3331	.1724	.1931	.5570	4.0353	.6761	4.3281	7.2257
C2	REL DIS	3.0255	8.2401	9.9020	5.4824	1.8989	4.7454	5.9306	1.8477
C3	ROW COUNT	141							
C3	TOTALS	21.5400	4.8600	10.2650	6.5850	100.3600	5.4900	21.8000	170.9000
C3	AVERAGE	.1528	.0345	.0728	.0467	.7118	.0389	.1546	1.2121
C3	ST DEV	.5024	.1635	.3155	.1984	1.3917	.1529	.7484	1.9218
C3	REL DIS	3.2889	4.7422	4.3337	4.2475	1.9553	3.9266	4.8404	1.5855
C	ROW COUNT	141							
C	TOTALS	341.8650	22.8100	18.1350	26.2400	431.7400	44.6050	134.4500	1019.8700
C	AVERAGE	2.4246	.1618	.1286	.1861	3.0620	.3163	.9535	7.2331
C	ST DEV	4.0173	.7597	.5112	.6787	4.7500	1.0910	4.8523	9.5694
C	REL DIS	1.6569	4.6668	3.9742	3.6468	1.5513	3.4489	5.0887	1.3230
D	ROW COUNT	141							
D	TOTALS	13.3000	2.3250	1.9750	100.5250	16.6300	23.5850	29.0000	187.3800
D	AVERAGE	.0943	.0145	.0140	.7129	.1179	.1673	.2057	1.3289
D	ST DEV	.4440	.1315	.1301	1.5872	.4121	1.0436	1.8043	2.9433
D	REL DIS	4.7073	7.9733	9.2909	2.2262	3.4939	6.2389	8.7727	2.2148
D	ROW COUNT	141							
D	TOTALS	13.3000	2.3250	1.9750	100.5250	16.6300	23.5850	29.0000	187.3800
D	AVERAGE	.0943	.0145	.0140	.7129	.1179	.1673	.2057	1.3289
D	ST DEV	.4440	.1315	.1301	1.5872	.4121	1.0436	1.8043	2.9433
D	REL DIS	4.7073	7.9733	9.2909	2.2262	3.4939	6.2389	8.7727	2.2148
TOT	ROW COUNT	141							
TOT	TOTALS	4242.8330	926.5960	730.7320	387.9750	904.5250	1495.0660	667.7500	9355.3000
TOT	AVERAGE	30.0910	6.5716	5.1825	2.7516	6.4151	10.6033	4.7358	66.3496
TOT	ST DEV	17.8888	8.2435	13.9922	4.7708	8.4293	8.1548	12.8254	21.7968
TOT	REL DIS	.5945	1.2544	2.6999	1.7338	1.3140	.7691	2.7082	.3285

TABLE F

MASTER PROFILE 1.6 (MP-1.6)

CASE STUDY INSTITUTION

Average Hours Per Person
Per Week Expended by Other Academic Staff
on Professional Activities and Institutional Outcomes

(N = 47)

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RANK CODES INCLUDED IN THIS REPORT      4    4    4    4

OUTCOME                  1           2           3           4           5           6           7         TOTAL
     COL COUNT          47          47          47          47          47          47          47            47

A1   ROW COUNT          47
A1   TOTALS       980.5350    141.6770    258.4350     19.2570     27.2050    109.6900      4.0000     1540.8000
A1   AVERAGE       20.8624      3.0144      5.4986       .4097       .5788      2.3338       .0851       32.7830
A1   ST DEV        15.6298      5.8475     10.5958       .8594      1.6401      2.9397       .5772       14.2011
A1   REL DIS         .7492      1.9399      1.9270      2.0975      2.8334      1.2596      6.7823         .4332

A2   ROW COUNT          47
A2   TOTALS        33.8130      7.1000     33.0500      5.7000     12.3500     35.7380      0.0000      127.7500
A2   AVERAGE         .7194       .1511       .7032       .1213       .2628       .7604      0.0000        2.7181
A2   ST DEV         1.1790       .3799      3.8617       .5090       .8788      1.5235      0.0000        5.3670
A2   REL DIS        1.6368      2.5147      5.4917      4.1973      3.3444      2.0036      0.0000        1.9746

A3   ROW COUNT          47
A3   TOTALS        28.0000      0.0000      2.4500       .0050      2.5650      1.9800      2.0000       37.0000
A3   AVERAGE         .5957      0.0000       .0521       .0001       .0546       .0421       .0426         .7872
A3   ST DEV          .9119      0.0000       .2890       .0007       .2033       .1919       .2886        1.0197
A3   REL DIS        1.5307      0.0000      5.5436      6.7823      3.7254      4.5541      6.7823        1.2953

A4   ROW COUNT          47
A4   TOTALS        35.7000      9.4000     23.7750       .5050     14.8550     14.6650      8.0000      106.9000
A4   AVERAGE         .7596       .2000       .5059       .0107       .3161       .3120       .1702        2.2745
A4   ST DEV         1.2038       .4949      2.8916       .0721       .8038       .5953       .5950        3.7336
A4   REL DIS        1.5848      2.4743      5.7164      6.7141      2.5433      1.9079      3.4955        1.6415

A    ROW COUNT          47
A    TOTALS      1078.0470    158.1770    317.7100     25.4670     56.9750    162.0720     14.0000     1812.4500
A    AVERAGE       22.9372      3.3655      6.7598       .5419      1.2122      3.4483       .2979       38.5628
A    ST DEV        16.0749      6.0307     13.3043       .9761      2.1954      4.1209       .8484       15.9613
A    REL DIS         .7008      1.7919      1.9681      1.8013      1.8110      1.1950      2.8482         .4139

B1   ROW COUNT          47
B1   TOTALS        13.7500     24.4500     37.3750      9.6650     18.0200    104.2400      7.0000      214.5000
B1   AVERAGE         .2926       .5202       .7952       .2056       .3834      2.2179       .1489        4.5638
B1   ST DEV         1.0537      1.8588      2.7419      1.0785      1.2711      6.1131       .7713        8.4951
B1   REL DIS        3.6018      3.5732      3.4481      5.2445      3.3152      2.7563      5.1784        1.8614

B2   ROW COUNT          47
B2   TOTALS        36.9000      3.0250      2.0000       .4450      7.7600    247.8700      5.2500      303.2500
B2   AVERAGE         .7851       .0644       .0426       .0095       .1651      5.2738       .1117        6.4521
B2   ST DEV         1.3355       .2057       .2886       .0390       .3067      5.1730       .5921        5.3072
B2   REL DIS        1.7011      3.1958      6.7823      4.1140      1.8574       .9809      5.3005         .8226
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TABLE F (Continued)

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B    ROW COUNT          47
B    TOTALS        50.6500     27.4750     39.3750     10.1100     25.7800    352.1100     12.2500    517.7500
B    AVERAGE        1.0777       .5846       .8378       .2151       .5485      7.4917       .2606     11.0160
B    ST DEV         1.9422      1.6582      2.7448      1.0774      1.4525      7.8848       .9551      9.6386
B    REL DIS        1.8486      3.1788      3.2763      5.0088      2.6480      1.0525      3.6643       .8750

C1   ROW COUNT          47
C1   TOTALS       215.2250      9.3500      0.0000      1.8400     58.8250     16.1100      4.3500    305.7000
C1   AVERAGE        4.5793       .1989      0.0000       .0391      1.2516       .3428       .0926      6.5043
C1   ST DEV        11.6849       .8416      0.0000       .1553      8.0752      1.1385       .5774     14.2643
C1   REL DIS        2.5517      4.2307      0.0000      3.9669      6.4519      3.3215      6.2387      2.1931

C2   ROW COUNT          47
C2   TOTALS        15.9500      3.2500       .2500      9.3000    124.9200      5.9800     47.2500    206.9000
C2   AVERAGE         .3394       .0691       .0053       .1979      2.6579       .1272      1.0053      4.4021
C2   ST DEV         1.5684       .4336       .0361       .8154      5.6505       .5404      5.7945      8.8386
C2   REL DIS        4.6217      6.2710      6.7823      4.1209      2.1259      4.2476      5.7638      2.0078

C3   ROW COUNT          47
C3   TOTALS         4.1500      1.6750      0.0000       .8500     26.7750       .5000      2.2500     36.2000
C3   AVERAGE         .0883       .0356      0.0000       .0181       .5697       .0106       .0479       .7702
C3   ST DEV          .2905       .1812      0.0000       .1155      1.0993       .0356       .2285      1.2646
C3   REL DIS        3.2899      5.0848      0.0000      6.3872      1.9296      3.3496      4.7739      1.6418

C    ROW COUNT          47
C    TOTALS       235.3250     14.2750       .2500     11.9900    210.5200     22.5900     53.8500    548.8000
C    AVERAGE        5.0069       .3037       .0053       .2551      4.4791       .4806      1.1457     11.6766
C    ST DEV        11.7166      1.0126       .0361       .9314     10.2331      1.2688      5.8802     16.1169
C    REL DIS        2.3401      3.3338      6.7823      3.6511      2.2846      2.6398      5.1322      1.3803

D    ROW COUNT          47
D    TOTALS         5.0000       .4000      0.0000     13.9500      2.6880      7.2130      1.0000     30.2500
D    AVERAGE         .1064       .0085      0.0000       .2968       .0572       .1535       .0213       .6436
D    ST DEV          .7215       .0577      0.0000       .8672       .2463       .8692       .1009      1.3652
D    REL DIS        6.7823      6.7823      0.0000      2.9216      4.3069      5.6638      4.7434      2.1211

D    ROW COUNT          47
D    TOTALS         5.0000       .4000      0.0000     13.9500      2.6880      7.2130      1.0000     30.2500
D    AVERAGE         .1064       .0085      0.0000       .2968       .0572       .1535       .0213       .6436
D    ST DEV          .7215       .0577      0.0000       .8672       .2463       .8692       .1009      1.3652
D    REL DIS        6.7823      6.7823      0.0000      2.9216      4.3069      5.6638      4.7434      2.1211

TOT  ROW COUNT          47
TOT  TOTALS      1369.0220    200.3270    357.3350     61.5170    295.9620    543.9840     81.1000   2909.2500
TOT  AVERAGE       29.1281      4.2623      7.6029      1.3089      6.2971     11.5741      1.7255     61.8989
TOT  ST DEV        16.8331      6.4009     14.5411      1.9500     10.5997     10.1809      6.7085     18.4786
TOT  REL DIS         .6466      1.5018      1.9126      1.4898      1.6833       .8796      3.8878       .2985
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TABLE G

MASTER PROFILE 2.1 (MP-2.1)

CASE STUDY INSTITUTION

Percentage Distribution of Average Hours
Per Person Per Week of All Academic Staff
on Professional Activities and Institutional Outcomes
(N = 374)

RANK CODES INCLUDED IN THIS REPORT 1 2 3 4

OUTCOME		1	2	3	4	5	6	7	TOTAL
	COL COUNT	374	374	374	374	374	374	374	374
A1	ROW COUNT	374							
A1	TOTALS	129.7203	18.9442	22.4379	5.0711	3.8075	10.4684	13.1352	203.5483
A1	AVERAGE	.3468	.0507	.0600	.0136	.0102	.0280	.0351	.5443
A1	ST DEV	.2537	.0925	.1444	.0405	.0243	.0429	.1489	.2052
A1	REL DIS	.7315	1.8261	2.4072	2.9834	2.3873	1.5313	4.2389	.3769
A2	ROW COUNT	374							
A2	TOTALS	6.9615	.6872	1.5041	.3366	1.4006	2.6894	1.1508	14.7303
A2	AVERAGE	.0186	.0018	.0040	.0009	.0037	.0072	.0031	.0394
A2	ST DEV	.0463	.0051	.0271	.0047	.0128	.0162	.0137	.0607
A2	REL DIS	2.4893	2.7720	6.7503	5.2468	3.4167	2.2510	4.4534	1.5407
A3	ROW COUNT	374							
A3	TOTALS	7.5422	.1730	.3000	.1289	.8826	.2779	.9401	10.2448
A3	AVERAGE	.0202	.0005	.0008	.0003	.0024	.0007	.0025	.0274
A3	ST DEV	.0368	.0029	.0087	.0027	.0086	.0053	.0097	.0400
A3	REL DIS	1.8252	6.3435	10.8709	7.8454	3.6422	7.1550	3.8688	1.4596
A4	ROW COUNT	374							
A4	TOTALS	5.5093	1.1340	1.3055	.4580	2.7101	1.6270	2.1713	14.9148
A4	AVERAGE	.0147	.0030	.0035	.0012	.0072	.0044	.0058	.0399
A4	ST DEV	.0290	.0095	.0174	.0155	.0158	.0107	.0230	.0512
A4	REL DIS	2.0314	3.1373	4.9835	12.6279	2.1820	2.4545	3.9584	1.2837
A	ROW COUNT	374							
A	TOTALS	149.7333	20.9384	25.5474	5.9946	8.8008	15.0627	17.3974	243.4582
A	AVERAGE	.4004	.0560	.0683	.0160	.0235	.0403	.0465	.6510
A	ST DEV	.2699	.0948	.1570	.0446	.0362	.0535	.1631	.1983
A	REL DIS	.6741	1.4939	2.2977	2.7817	1.5405	1.3294	3.5065	.3048
B1	ROW COUNT	374							
B1	TOTALS	3.4196	5.2952	2.1430	1.6652	3.1704	11.0812	2.2911	29.0669
B1	AVERAGE	.0091	.0142	.0057	.0045	.0085	.0296	.0061	.0777
B1	ST DEV	.0243	.0381	.0300	.0184	.0294	.0580	.0349	.1080
B1	REL DIS	2.6571	2.6922	5.2402	4.1227	3.4668	1.9581	5.6984	1.3893
B2	ROW COUNT	374							
B2	TOTALS	5.4089	1.4483	.9052	.4163	2.1345	24.7852	2.6624	37.7618
B2	AVERAGE	.0145	.0039	.0024	.0011	.0057	.0663	.0071	.1010
B2	ST DEV	.0267	.0224	.0141	.0046	.0220	.0744	.0285	.0893
B2	REL DIS	1.8434	5.7719	5.8140	4.1573	3.8561	1.1227	4.0062	.8848

TABLE G (Continued)

B	ROW COUNT	374							
B	TOTALS	8.8283	6.7435	3.0481	2.0815	5.3049	35.8663	4.9535	66.8287
B	AVERAGE	.0236	.0180	.0082	.0056	.0142	.0959	.0132	.1787
B	ST DEV	.0396	.0445	.0354	.0194	.0423	.0932	.0501	.1363
B	REL DIS	1.6757	2.4661	4.3443	3.4799	2.9797	.9716	3.7829	.7628
C1	ROW COUNT	374							
C1	TOTALS	11.2925	.3443	.3401	.4021	2.3014	.7776	1.0752	16.6134
C1	AVERAGE	.0302	.0009	.0009	.0011	.0064	.0021	.0029	.0444
C1	ST DEV	.0739	.0069	.0112	.0055	.0406	.0093	.0164	.0900
C1	REL DIS	2.4461	7.4964	12.2607	5.1243	6.3739	4.4735	5.7013	2.0264
C2	ROW COUNT	374							
C2	TOTALS	4.9510	.5298	.2712	1.5749	19.4849	.7580	3.4048	30.9771
C2	AVERAGE	.0132	.0014	.0007	.0042	.0521	.0020	.0091	.0828
C2	ST DEV	.0443	.0101	.0073	.0272	.0924	.0091	.0507	.1300
C2	REL DIS	3.3467	7.1374	10.0182	6.4589	1.7727	4.4874	5.5679	1.5691
C3	ROW COUNT	374							
C3	TOTALS	.6874	.1879	.2316	.2491	5.6599	.1688	1.1687	8.3524
C3	AVERAGE	.0018	.0005	.0006	.0007	.0151	.0005	.0031	.0223
C3	ST DEV	.0058	.0024	.0034	.0044	.0311	.0018	.0135	.0340
C3	REL DIS	3.1441	4.7793	5.5179	6.4249	2.0563	3.8797	4.3133	1.5223
C	ROW COUNT	374							
C	TOTALS	16.9309	1.0621	.8430	2.2271	27.5261	1.7044	5.6488	55.9428
C	AVERAGE	.0453	.0028	.0023	.0060	.0736	.0046	.0151	.1496
C	ST DEV	.0877	.0132	.0140	.0289	.1160	.0140	.0621	.1697
C	REL DIS	1.9365	4.6313	6.2209	4.8574	1.5760	3.0811	4.1136	1.1344
D	ROW COUNT	374							
D	TOTALS	.6293	.5585	.1122	3.8958	.6987	1.0575	.8187	7.7703
D	AVERAGE	.0017	.0015	.0003	.0104	.0019	.0028	.0022	.0208
D	ST DEV	.0070	.0205	.0020	.0239	.0070	.0162	.0163	.0421
D	REL DIS	4.1701	13.7164	6.6789	2.2898	3.7656	5.7188	7.4383	2.0275
D	ROW COUNT	374							
D	TOTALS	.6293	.5585	.1122	3.8958	.6987	1.0575	.8187	7.7703
D	AVERAGE	.0017	.0015	.0003	.0104	.0019	.0028	.0022	.0208
D	ST DEV	.0070	.0205	.0020	.0239	.0070	.0162	.0163	.0421
D	REL DIS	4.1701	13.7164	6.6789	2.2898	3.7656	5.7188	7.4383	2.0275
TOT	ROW COUNT	374							
TOT	TOTALS	176.1217	29.3024	29.5506	14.1989	42.3304	53.6909	28.8184	374.0000
TOT	AVERAGE	.4709	.0783	.0790	.0380	.1132	.1436	.0771	1.0000
TOT	ST DEV	.2806	.1094	.1660	.0663	.1330	.1146	.2092	.0000
TOT	REL DIS	.5959	1.3961	2.1018	1.7440	1.1750	.7981	2.7150	.0000

TABLE H

MASTER PROFILE 2.2 (MP-2.2)

CASE STUDY INSTITUTION

Percentage Distribution of Average Hours Per Person Per Week of Professors, Associate Professors, and Assistant Professors on Professional Activities and Institutional Outcomes

(N = 327)

OUTCOME		1	2	3	4	5	6	7	TOTAL
	COL COUNT	327	327	327	327	327	327	327	327
A1	ROW COUNT	327							
A1	TOTALS	111.9630	16.8549	18.6479	4.7954	3.4384	8.8109	13.0759	177.5704
A1	AVERAGE	.3424	.0515	.0570	.0147	.0105	.0269	.0400	.5430
A1	ST DEV	.2481	.0937	.1422	.0429	.0248	.0423	.1586	.2024
A1	REL DIS	.7245	1.8184	2.4938	2.9254	2.3538	1.5703	3.9659	.3727
A2	ROW COUNT	327							
A2	TOTALS	6.1967	.5847	.9100	.2448	1.2390	2.1671	1.1508	12.4933
A2	AVERAGE	.0190	.0018	.0028	.0007	.0038	.0066	.0035	.0382
A2	ST DEV	.0483	.0051	.0130	.0038	.0130	.0151	.0146	.0543
A2	REL DIS	2.5475	2.8420	4.6864	5.1000	3.4415	2.2811	4.1490	1.4213
A3	ROW COUNT	327							
A3	TOTALS	6.9819	.1730	.2737	.1288	.8427	.2573	.9101	9.5676
A3	AVERAGE	.0214	.0005	.0008	.0004	.0026	.0008	.0028	.0293
A3	ST DEV	.0381	.0031	.0093	.0029	.0091	.0056	.0102	.0413
A3	REL DIS	1.7829	5.9269	11.0543	7.3360	3.5256	7.1661	3.6798	1.4123
A4	ROW COUNT	327							
A4	TOTALS	4.9739	.9851	1.0439	.4527	2.5032	1.4213	2.0351	13.4149
A4	AVERAGE	.0152	.0030	.0032	.0014	.0077	.0043	.0062	.0410
A4	ST DEV	.0314	.0097	.0147	.0165	.0163	.0110	.0242	.0525
A4	REL DIS	2.0627	3.2139	4.6073	11.9401	2.1332	2.5204	3.8869	1.2790
A	ROW COUNT	327							
A	TOTALS	130.1155	18.5977	20.8756	5.6217	8.0233	12.6566	17.1720	213.0462
A	AVERAGE	.3979	.0569	.0638	.0172	.0245	.0387	.0525	.6515
A	ST DEV	.2642	.0960	.1505	.0473	.0372	.0522	.1735	.1932
A	REL DIS	.6639	1.6881	2.3579	2.7486	1.5158	1.3474	3.3045	.2966
B1	ROW COUNT	327							
B1	TOTALS	3.1531	4.8694	1.6639	1.5267	2.8815	9.6996	2.2023	25.9980
B1	AVERAGE	.0096	.0149	.0051	.0047	.0088	.0297	.0067	.0795
B1	ST DEV	.0247	.0388	.0291	.0188	.0305	.0565	.0371	.1071
B1	REL DIS	2.5635	2.6031	5.7262	4.0232	3.4656	1.9048	5.5094	1.3477
B2	ROW COUNT	327							
B2	TOTALS	4.6808	1.4024	.8701	.4074	2.0151	20.8404	2.6026	32.8199
B2	AVERAGE	.0143	.0043	.0027	.0012	.0062	.0637	.0080	.1004
B2	ST DEV	.0259	.0238	.0149	.0049	.0234	.0715	.0303	.0893
B2	REL DIS	1.8123	5.5602	5.6036	3.9542	3.8027	1.1217	3.8087	.8893

TABLE H (Continued)

B	ROW COUNT	327							
B	TOTALS	7.8339	6.2719	2.5340	1.9342	4.8966	30.5400	4.8049	58.8179
B	AVERAGE	.0240	.0192	.0077	.0059	.0150	.0934	.0147	.1799
B	ST DEV	.0383	.0458	.0354	.0199	.0444	.0907	.0532	.1369
B	REL DIS	1.5986	2.3873	4.5664	3.3641	2.9620	.9710	3.6239	.7609
C1	ROW COUNT	327							
C1	TOTALS	8.1955	.2171	.3401	.3681	1.6514	.5557	1.0104	12.3385
C1	AVERAGE	.0251	.0007	.0010	.0011	.0051	.0017	.0031	.0377
C1	ST DEV	.0452	.0060	.0119	.0058	.0215	.0082	.0172	.0593
C1	REL DIS	1.8020	9.1089	11.4589	5.1415	4.2591	4.8053	5.5734	1.5704
C2	ROW COUNT	327							
C2	TOTALS	4.6676	.4700	.2681	1.4192	17.4493	.6644	2.7822	27.7211
C2	AVERAGE	.0143	.0014	.0008	.0043	.0534	.0020	.0085	.0848
C2	ST DEV	.0460	.0104	.0078	.0286	.0915	.0091	.0461	.1282
C2	REL DIS	3.2225	7.2142	9.4668	6.5956	1.7152	4.4847	5.4237	1.5123
C3	ROW COUNT	327							
C3	TOTALS	.6279	.1626	.2316	.2331	5.2423	.1590	1.1356	7.7921
C3	AVERAGE	.0019	.0005	.0007	.0007	.0160	.0005	.0035	.0238
C3	ST DEV	.0060	.0024	.0036	.0046	.0324	.0019	.0143	.0353
C3	REL DIS	3.1344	4.7581	5.1474	6.5028	2.0238	3.9037	4.1249	1.4816
C	ROW COUNT	327							
C	TOTALS	13.4910	.8497	.8399	2.0204	24.3429	1.3790	4.9282	47.6518
C	AVERAGE	.0413	.0026	.0026	.0062	.0744	.0042	.0151	.1463
C	ST DEV	.0677	.0128	.0150	.0303	.1107	.0134	.0598	.1583
C	REL DIS	1.6418	4.9286	5.8359	4.9029	1.4873	3.1789	3.9683	1.0816
D	ROW COUNT	327							
D	TOTALS	.5583	.5515	.1122	3.6759	.6676	.9155	.8036	7.2842
D	AVERAGE	.0017	.0017	.0003	.0112	.0020	.0028	.0025	.0223
D	ST DEV	.0064	.0219	.0021	.0249	.0074	.0160	.0174	.0440
D	REL DIS	3.7613	12.9828	6.2351	2.2144	3.6426	5.7159	7.0758	1.9751
D	ROW COUNT	327							
D	TOTALS	.5583	.5515	.1122	3.6759	.6676	.9155	.8036	7.2842
D	AVERAGE	.0017	.0017	.0003	.0112	.0020	.0028	.0025	.0223
D	ST DEV	.0064	.0219	.0021	.0249	.0074	.0160	.0174	.0440
D	REL DIS	3.7613	12.9828	6.2351	2.2144	3.6426	5.7159	7.0758	1.9751
TOT	ROW COUNT	327							
TOT	TOTALS	151.9986	26.2767	24.3617	13.2522	37.9304	45.4912	27.7086	327.0000
TOT	AVERAGE	.4648	.0803	.0745	.0405	.1160	.1391	.0847	1.0000
TOT	ST DEV	.2739	.1115	.1586	.0696	.1301	.1113	.2202	.0000
TOT	REL DIS	.5893	1.3881	2.1292	1.7165	1.1219	.8000	2.5986	.0000

TABLE I

MASTER PROFILE 2.3 (MP-2.3)
CASE STUDY INSTITUTION

Percentage Distribution of Average Hours Per Person Per Week of Professors on Professional Activities and Institutional Outcomes

(N = 90)

RANK CODES INCLUDED IN THIS REPORT 1 1 1 1

OUTCOME		1	2	3	4	5	6	7	TOTAL
	COL COUNT	90	90	90	90	90	90	90	90
A1	ROW COUNT	90							
A1	TOTALS	29.1748	2.6314	5.0682	1.1412	.5956	1.9194	3.7276	44.2576
A1	AVERAGE	.3242	.0292	.0563	.0127	.0066	.0213	.0414	.4918
A1	ST DEV	.2388	.0564	.1520	.0318	.0197	.0380	.1618	.2201
A1	REL DIS	.7366	1.9298	2.6992	2.5092	2.9724	1.7828	3.9065	.4477
A2	ROW COUNT	90							
A2	TOTALS	1.6721	.1693	.1679	.0692	.3718	.3473	.2505	3.0483
A2	AVERAGE	.0186	.0019	.0019	.0008	.0041	.0039	.0028	.0339
A2	ST DEV	.0312	.0053	.0072	.0030	.0179	.0107	.0136	.0392
A2	REL DIS	1.6774	2.7991	3.8496	3.9218	4.3435	2.7811	4.8806	1.1563
A3	ROW COUNT	90							
A3	TOTALS	2.4472	.0428	.0259	.0185	.2667	.1073	.1485	3.0570
A3	AVERAGE	.0272	.0005	.0003	.0002	.0030	.0012	.0016	.0340
A3	ST DEV	.0314	.0026	.0017	.0011	.0094	.0095	.0070	.0350
A3	REL DIS	1.1534	5.5469	6.0150	5.5931	3.1568	7.9929	4.2191	1.0297
A4	ROW COUNT	90							
A4	TOTALS	1.3577	.3439	.3739	.0192	.8325	.3784	.3973	3.7031
A4	AVERAGE	.0151	.0038	.0042	.0002	.0092	.0042	.0044	.0411
A4	ST DEV	.0263	.0125	.0197	.0008	.0172	.0098	.0239	.0428
A4	REL DIS	1.7450	3.2690	4.7461	3.7563	1.8623	2.3239	5.4183	1.0404
A	ROW COUNT	90							
A	TOTALS	34.6519	3.1874	5.6360	1.2480	2.0666	2.7525	4.5239	54.0659
A	AVERAGE	.3850	.0354	.0626	.0139	.0230	.0306	.0503	.6007
A	ST DEV	.2489	.0597	.1620	.0333	.0374	.0521	.1720	.2117
A	REL DIS	.6463	1.6864	2.5872	2.4014	1.6268	1.7049	3.4216	.3524
B1	ROW COUNT	90							
B1	TOTALS	.9328	.7333	.3609	.2453	.5078	1.6353	.7670	5.1824
B1	AVERAGE	.0104	.0081	.0040	.0027	.0056	.0182	.0085	.0576
B1	ST DEV	.0260	.0205	.0224	.0113	.0179	.0417	.0427	.0850
B1	REL DIS	2.5095	2.5150	5.5971	4.1337	3.1756	2.2945	5.0119	1.4759
B2	ROW COUNT	90							
B2	TOTALS	1.2687	.6676	.1709	.1357	.5986	5.9614	.7132	9.5360
B2	AVERAGE	.0143	.0074	.0019	.0015	.0067	.0662	.0079	.1060
B2	ST DEV	.0241	.0396	.0102	.0052	.0199	.0862	.0283	.1075
B2	REL DIS	1.6832	5.3434	5.3896	3.4552	2.9973	1.3015	3.5678	1.0148

TABLE I (Continued)

B	ROW COUNT	90							
B	TOTALS	2.2215	1.4008	.5318	.3810	1.1064	7.5966	1.4803	14.7184
B	AVERAGE	.0247	.0156	.0059	.0042	.0123	.0844	.0164	.1635
B	ST DEV	.0378	.0455	.0273	.0129	.0267	.0983	.0542	.1362
B	REL DIS	1.5304	2.9221	4.6227	3.0439	2.1714	1.1643	3.2936	.8325
C1	ROW COUNT	90							
C1	TOTALS	2.5014	0.0000	.2176	.1141	.7352	.0302	.5613	4.1599
C1	AVERAGE	.0278	0.0000	.0024	.0013	.0082	.0003	.0062	.0462
C1	ST DEV	.0537	0.0000	.0218	.0071	.0342	.0022	.0231	.0672
C1	REL DIS	1.9324	0.0000	9.0309	5.5794	4.1856	6.4693	3.7064	1.4531
C2	ROW COUNT	90							
C2	TOTALS	1.5898	.2724	.0733	.7316	8.1632	.1298	.7809	11.7409
C2	AVERAGE	.0177	.0030	.0008	.0081	.0907	.0014	.0087	.1305
C2	ST DEV	.0522	.0180	.0058	.0449	.1304	.0066	.0435	.1610
C2	REL DIS	2.9530	5.9449	7.0929	5.5235	1.4375	4.5548	5.0121	1.2344
C3	ROW COUNT	90							
C3	TOTALS	.1525	.0442	.0689	.0571	2.3572	.0548	.5348	3.2695
C3	AVERAGE	.0017	.0005	.0008	.0006	.0262	.0006	.0059	.0363
C3	ST DEV	.0047	.0023	.0039	.0039	.0391	.0023	.0216	.0413
C3	REL DIS	2.7481	4.7453	5.0752	6.1848	1.4937	3.7986	3.6308	1.1380
C	ROW COUNT	90							
C	TOTALS	4.2437	.3146	.3598	.9028	11.2556	.2148	1.8770	19.1704
C	AVERAGE	.0472	.0035	.0040	.0100	.1251	.0024	.0209	.2130
C	ST DEV	.0778	.0188	.0235	.0455	.1588	.0074	.0687	.1917
C	REL DIS	1.6505	5.3576	5.8825	4.5376	1.2700	3.1061	3.2925	.9001
D	ROW COUNT	90							
D	TOTALS	.1622	.0989	.0348	.9799	.2740	.2314	.2646	2.0453
D	AVERAGE	.0018	.0011	.0004	.0109	.0030	.0026	.0029	.0227
D	ST DEV	.0062	.0040	.0023	.0216	.0096	.0080	.0153	.0329
D	REL DIS	3.4178	5.4592	5.8419	1.9862	3.1515	3.0940	5.1936	1.4497
D	ROW COUNT	90							
D	TOTALS	.1622	.0989	.0348	.9799	.2740	.2314	.2646	2.0453
D	AVERAGE	.0018	.0011	.0004	.0109	.0030	.0026	.0029	.0227
D	ST DEV	.0062	.0040	.0023	.0216	.0096	.0080	.0153	.0324
D	REL DIS	3.4178	5.4592	5.8419	1.9882	3.1515	3.0940	5.1936	1.4497
TOT	ROW COUNT	90							
TOT	TOTALS	41.2793	5.0038	6.5623	3.5118	14.7026	10.7953	8.1458	90.0000
TOT	AVERAGE	.4587	.0556	.0729	.0390	.1634	.1199	.0905	1.0000
TOT	ST DEV	.2560	.0834	.1671	.0670	.1748	.1206	.2356	.0000
TOT	REL DIS	.5581	1.5006	2.2917	1.7178	1.0700	1.0051	2.6032	.0000

TABLE J

MASTER PROFILE 2.4 (MP-2.4)
CASE STUDY INSTITUTION

Percentage Distribution of Average Hours Per Person Per Week of Associate Professors on Professional Activities and Institutional Outcomes

(N = 96)

RANK CODES INCLUDED IN THIS REPORT 2 2 2 2

OUTCOME		1	2	3	4	5	6	7	TOTAL
	COL COUNT	96	96	96	96	96	96	96	96
A1	ROW COUNT	96							
A1	TOTALS	31.5491	3.6862	7.3619	1.2551	1.0146	2.5169	5.1220	52.4953
A1	AVERAGE	.3286	.0384	.0767	.0131	.0106	.0262	.0534	.5468
A1	ST DEV	.2600	.0684	.1594	.0313	.0244	.0407	.1882	.1938
A1	REL DIS	.7911	1.7821	2.0787	2.3956	2.3042	1.5519	3.5279	.3544
A2	ROW COUNT	96							
A2	TOTALS	2.1867	.2047	.1832	.0648	.4371	.6973	.6296	4.4034
A2	AVERAGE	.0228	.0021	.0019	.0007	.0046	.0073	.0066	.0459
A2	ST DEV	.0725	.0064	.0059	.0028	.0147	.0176	.0200	.0753
A2	REL DIS	3.1816	3.0142	3.0817	4.1930	3.2275	2.4290	3.0493	1.6410
A3	ROW COUNT	96							
A3	TOTALS	2.1217	.0292	.0488	.0614	.1829	.0791	.2287	2.7519
A3	AVERAGE	.0221	.0003	.0005	.0006	.0019	.0008	.0024	.0287
A3	ST DEV	.0436	.0018	.0042	.0040	.0061	.0039	.0075	.0432
A3	REL DIS	1.9712	5.7684	8.2964	6.2925	3.2002	4.7101	3.1462	1.5083
A4	ROW COUNT	96							
A4	TOTALS	1.2662	.3219	.3013	.0209	.5947	.2452	.7338	3.4842
A4	AVERAGE	.0132	.0034	.0031	.0002	.0062	.0026	.0076	.0363
A4	ST DEV	.0219	.0109	.0143	.0013	.0144	.0059	.0238	.0373
A4	REL DIS	1.6628	3.2414	4.5687	6.1955	2.3166	2.3071	3.1189	1.0277
A	ROW COUNT	96							
A	TOTALS	37.1237	4.2420	7.8953	1.4022	2.2293	3.5386	6.7142	63.1347
A	AVERAGE	.3867	.0442	.0822	.0146	.0232	.0369	.0699	.6577
A	ST DEV	.2869	.0716	.1656	.0326	.0369	.0500	.2032	.1958
A	REL DIS	.7420	1.6210	2.0132	2.2316	1.5870	1.3574	2.9049	.2978
B1	ROW COUNT	96							
B1	TOTALS	.7787	1.8072	.2706	.6177	.5246	2.0827	.3033	6.3852
B1	AVERAGE	.0081	.0188	.0028	.0064	.0055	.0217	.0032	.0665
B1	ST DEV	.0204	.0490	.0111	.0204	.0137	.0429	.0164	.0892
B1	REL DIS	2.5096	2.6019	3.9318	3.1663	2.5117	1.9761	5.2027	1.3407
B2	ROW COUNT	96							
B2	TOTALS	1.2138	.2311	.1392	.1383	.8265	6.0972	.8734	9.5205
B2	AVERAGE	.0126	.0024	.0014	.0014	.0086	.0635	.0091	.0992
B2	ST DEV	.0230	.0084	.0069	.0046	.0284	.0644	.0293	.0775
B2	REL DIS	1.8221	3.5029	4.7287	3.2234	3.3015	1.0133	3.2184	.7812

TABLE J (Continued)

B	ROW COUNT	96							
B	TOTALS	1.9925	2.0383	.4098	.7559	1.3512	8.1799	1.1766	15.9057
B	AVERAGE	.0208	.0212	.0043	.0079	.0141	.0852	.0123	.1657
B	ST DEV	.0318	.0496	.0150	.0218	.0320	.0775	.0407	.1135
B	REL DIS	1.5308	2.3367	3.5178	2.7649	2.2718	.9101	3.3225	.6850
C1	ROW COUNT	96							
C1	TOTALS	2.7449	.0223	.0461	.1881	.4444	.2850	.3106	4.0414
C1	AVERAGE	.0266	.0002	.0005	.0020	.0046	.0030	.0032	.0421
C1	ST DEV	.0512	.0015	.0033	.0075	.0164	.0121	.0213	.0622
C1	REL DIS	1.7913	6.3413	6.9143	3.8094	3.5363	4.0868	6.5783	1.4786
C2	ROW COUNT	96							
C2	TOTALS	1.5078	.1378	.1738	.4647	4.9641	.2880	.6063	8.1429
C2	AVERAGE	.0157	.0014	.0018	.0048	.0517	.0030	.0063	.0848
C2	ST DEV	.0541	.0040	.0130	.0277	.0814	.0101	.0231	.1221
C2	REL DIS	3.4437	4.1569	7.1923	5.7238	1.5739	3.3734	3.6541	1.4390
C3	ROW COUNT	96							
C3	TOTALS	.2028	.0569	.0387	.1052	1.4672	.0324	.2812	2.1844
C3	AVERAGE	.0021	.0006	.0004	.0011	.0153	.0003	.0029	.0228
C3	ST DEV	.0051	.0029	.0028	.0073	.0407	.0015	.0098	.0415
C3	REL DIS	2.4113	4.9389	6.8284	6.6521	2.6653	4.2999	3.3518	1.8233
C	ROW COUNT	96							
C	TOTALS	4.4556	.2170	.2587	.7580	6.8757	.6054	1.1980	14.3687
C	AVERAGE	.0464	.0023	.0027	.0079	.0716	.0063	.0125	.1497
C	ST DEV	.0778	.0075	.0136	.0318	.0947	.0162	.0400	.1518
C	REL DIS	1.6756	3.3268	5.0575	4.0304	1.3223	2.5627	3.2056	1.0142
D	ROW COUNT	96							
D	TOTALS	.2026	.4215	.0548	1.1907	.1425	.4083	.1707	2.5909
D	AVERAGE	.0021	.0044	.0006	.0124	.0015	.0043	.0018	.0270
D	ST DEV	.0074	.0398	.0026	.0276	.0044	.0244	.0085	.0568
D	REL DIS	3.5241	9.0653	4.6344	2.2246	2.9891	5.7361	4.7818	2.1055
D	ROW COUNT	96							
D	TOTALS	.2026	.4215	.0548	1.1907	.1425	.4083	.1707	2.5909
D	AVERAGF	.0021	.0044	.0006	.0124	.0015	.0043	.0018	.0270
D	ST DEV	.0074	.0398	.0026	.0276	.0044	.0244	.0085	.0568
D	REL DIS	3.5241	9.0653	4.6344	2.2246	2.9891	5.7361	4.7818	2.1055
TOT	ROW COUNT	96							
TOT	TOTALS	43.7743	6.9187	8.6185	4.1068	10.5987	12.7322	9.2596	96.0000
TOT	AVERAGE	.4560	.0721	.0808	.0428	.1104	.1326	.0965	1.0000
TOT	ST DEV	.2959	.0973	.1726	.0647	.1079	.1071	.2344	.0000
TOT	REL DIS	.6489	1.3405	1.9230	1.5120	.9773	.8074	2.4303	.0000

TABLE K

MASTER PROFILE 2.5 (MP-2.5)
CASE STUDY INSTITUTION

Percentage Distribution of Average Hours Per Person Per Week of Assistant Professors on Professional Activities and Institutional Outcomes

(N = 141)

RANK CODES INCLUDED IN THIS REPORT 3 3 3 3

OUTCOME		1	2	3	4	5	6	7	TOTAL
	COL COUNT	141	141	141	141	141	141	141	141
A1	ROW COUNT	141							
A1	TOTALS	51.2390	10.5374	6.2178	2.3991	1.8282	4.3746	4.2263	80.8175
A1	AVERAGE	.3634	.0747	.0441	.0170	.0130	.0310	.0300	.5732
A1	ST DEV	.2440	.1191	.1201	.0543	.0275	.0454	.1314	.1894
A1	REL DIS	.6714	1.5934	2.7235	3.1892	2.1181	1.4646	4.3844	.3305
A2	ROW COUNT	141							
A2	TOTALS	2.3379	.2107	.5589	.1108	.4302	1.1225	.2707	5.0416
A2	AVERAGE	.0166	.0015	.0040	.0008	.0031	.0080	.0019	.0358
A2	ST DEV	.0345	.0037	.0183	.0047	.0064	.0154	.0098	.0441
A2	REL DIS	2.0836	2.4943	4.6212	6.0408	2.0946	1.9362	5.0814	1.2332
A3	ROW COUNT	141							
A3	TOTALS	2.4130	.1010	.1990	.0469	.3930	.0709	.5330	3.7587
A3	AVERAGE	.0171	.0007	.0014	.0003	.0028	.0005	.0038	.0267
A3	ST DEV	.0374	.0040	.0136	.0027	.0105	.0023	.0131	.0434
A3	REL DIS	2.1869	5.6112	9.6106	7.8520	3.7591	4.5981	3.4714	1.6288
A4	ROW COUNT	141							
A4	TOTALS	2.3500	.3193	.3687	.4127	1.0760	.7976	.9039	6.2277
A4	AVERAGE	.0167	.0023	.0026	.0029	.0076	.0057	.0064	.0442
A4	ST DEV	.0386	.0060	.0106	.0251	.0169	.0138	.0245	.0651
A4	REL DIS	2.3302	2.6610	4.0587	8.5614	2.2150	2.4354	3.8252	1.4747
A	ROW COUNT	141							
A	TOTALS	58.3399	11.1683	7.3444	2.9715	3.7274	6.3656	5.9338	95.8455
A	AVERAGE	.4138	.0792	.0521	.0211	.0264	.0451	.0421	.6798
A	ST DEV	.2565	.1213	.1295	.0610	.0372	.0527	.1501	.1714
A	REL DIS	.6200	1.5309	2.4854	2.8943	1.4084	1.1683	3.5670	.2522
B1	ROW COUNT	141							
B1	TOTALS	1.4416	2.3290	1.0324	.6637	1.8490	5.9817	1.1320	14.4304
B1	AVERAGE	.0102	.0145	.0073	.0047	.0131	.0424	.0080	.1023
B1	ST DEV	.0265	.0303	.0394	.0212	.0424	.0689	.0428	.1251
B1	REL DIS	2.5892	2.3746	5.3848	4.5070	3.2326	1.6240	5.3314	1.2227
B2	ROW COUNT	141							
B2	TOTALS	2.1783	.5038	.5600	.1335	.5900	8.7818	1.0160	13.7634
B2	AVERAGE	.0154	.0036	.0040	.0009	.0042	.0623	.0072	.0976
B2	ST DEV	.0287	.0161	.0203	.0049	.0215	.0654	.0322	.0836
B2	REL DIS	1.8597	4.5002	5.1207	5.1903	5.1346	1.0507	4.4663	.8560

TABLE K (Continued)

B	ROW COUNT	141								
B	TOTALS	3.6200	2.8328	1.5924	.7972	2.4391	14.7635	2.1480	28.1938	
B	AVERAGE	.0257	.0201	.0113	.0057	.0173	.1047	.0152	.2000	
B	ST DEV	.0423	.0431	.0474	.0220	.0583	.0927	.0597	.1488	
B	REL DIS	1.6495	2.1432	4.2013	3.8952	3.3712	.8850	3.9208	.7440	
C1	ROW COUNT	141								
C1	TOTALS	2.9491	.1948	.0764	.0658	.4718	.2405	.1386	4.1372	
C1	AVERAGE	.0209	.0014	.0005	.0005	.0033	.0017	.0010	.0293	
C1	ST DEV	.0327	.0091	.0040	.0026	.0116	.0070	.0053	.0500	
C1	REL DIS	1.5657	6.5720	7.3582	5.6126	3.4729	4.1102	5.3490	1.7029	
C2	ROW COUNT	141								
C2	TOTALS	1.5700	.0598	.0211	.2229	4.3219	.2465	1.3950	7.8373	
C2	AVERAGE	.0111	.0004	.0001	.0016	.0307	.0017	.0099	.0556	
C2	ST DEV	.0341	.0040	.0014	.0086	.0516	.0097	.0580	.0961	
C2	REL DIS	3.0584	9.3774	9.2333	5.4390	1.6827	5.5539	5.8620	1.7291	
C3	ROW COUNT	141								
C3	TOTALS	.2726	.0615	.1239	.0709	1.4179	.0718	.3196	2.3382	
C3	AVERAGE	.0019	.0004	.0009	.0005	.0101	.0005	.0023	.0166	
C3	ST DEV	.0072	.0019	.0040	.0019	.0153	.0019	.0104	.0218	
C3	REL DIS	3.7460	4.3934	4.5389	3.8384	1.5169	3.6645	4.5763	1.3141	
C	ROW COUNT	141								
C	TOTALS	4.7917	.3161	.2214	.3596	6.2117	.5588	1.8531	14.3127	
C	AVERAGE	.0340	.0022	.0016	.0026	.0441	.0040	.0131	.1015	
C	ST DEV	.0506	.0107	.0063	.0096	.0605	.0141	.0645	.1187	
C	REL DIS	1.4902	4.7703	3.9907	3.7538	1.3728	3.5571	4.9111	1.1696	
D	ROW COUNT	141								
D	TOTALS	.1935	.0310	.0226	1.5053	.2511	.2759	.3683	2.6480	
D	AVERAGE	.0014	.0002	.0002	.0107	.0018	.0020	.0026	.0188	
D	ST DEV	.0058	.0016	.0016	.0249	.0074	.0121	.0224	.0396	
D	REL DIS	4.2198	7.4711	9.9067	2.3291	4.1713	6.1803	8.5841	2.1103	
D	ROW COUNT	141								
D	TOTALS	.1935	.0310	.0226	1.5053	.2511	.2759	.3683	2.6480	
D	AVERAGE	.0014	.0002	.0002	.0107	.0018	.0020	.0026	.0188	
D	ST DEV	.0058	.0016	.0016	.0249	.0074	.0121	.0224	.0396	
D	REL DIS	4.2198	7.4711	9.9067	2.3291	4.1713	6.1803	8.5841	2.1103	
TOT	ROW COUNT	141								
TOT	TOTALS	66.9451	14.3482	9.1809	5.6336	12.6292	21.9637	10.3033	141.0000	
TOT	AVERAGE	.4748	.1018	.0651	.0400	.0896	.1558	.0731	1.0000	
TOT	ST DEV	.2690	.1306	.1414	.0743	.0985	.1054	.1984	.0000	
TOT	REL DIS	.5666	1.2836	2.1715	1.8608	1.0995	.6764	2.7146	.0000	

TABLE L

MASTER PROFILE 2.6 (MP-2.6)
CASE STUDY INSTITUTION

Percentage Distribution of Average Hours Per Person Per Week of Other Academic Staff on Professional Activities and Institutional Outcomes

(N = 47)

RANK CODES INCLUDED IN THIS REPORT 4 4 4 4

OUTCOME	COL COUNT	1 47	2 47	3 47	4 47	5 47	6 47	7 47	TOTAL 47
A1	ROW COUNT	47							
A1	TOTALS	17.7574	2.0893	3.7899	.2756	.3691	1.6574	.0593	25.9979
A1	AVERAGE	.3778	.0445	.0806	.0059	.0079	.0353	.0013	.5531
A1	ST DEV	.2880	.0832	.1574	.0122	.0208	.0459	.0086	.2235
A1	REL DIS	.7623	1.8709	1.9515	2.0739	2.6469	1.3005	6.7823	.4040
A2	ROW COUNT	47							
A2	TOTALS	.7648	.1024	.5941	.0918	.1616	.5223	0.0000	2.2370
A2	AVERAGE	.0163	.0022	.0126	.0020	.0034	.0111	0.0000	.0476
A2	ST DEV	.0294	.0052	.0678	.0086	.0109	.0218	0.0000	.0933
A2	REL DIS	1.8054	2.3642	5.3635	4.4273	3.1808	1.9662	0.0000	1.9607
A3	ROW COUNT	47							
A3	TOTALS	.5603	0.0000	.0262	.0002	.0400	.0206	.0300	.6772
A3	AVERAGE	.0119	0.0000	.0006	.0000	.0009	.0004	.0006	.0144
A3	ST DEV	.0249	0.0000	.0030	.0000	.0033	.0019	.0043	.0254
A3	REL DIS	2.0894	0.0000	5.4010	6.7823	3.9068	4.3475	6.7823	1.7627
A4	ROW COUNT	47							
A4	TOTALS	.5354	.1489	.2615	.0053	.2068	.2057	.1362	1.4999
A4	AVERAGE	.0114	.0032	.0056	.0001	.0044	.0044	.0029	.0319
A4	ST DEV	.0162	.0082	.0299	.0007	.0112	.0085	.0110	.0404
A4	REL DIS	1.4256	2.6007	5.3815	6.5873	2.5373	1.9426	3.8031	1.2649
A	ROW COUNT	47							
A	TOTALS	19.6178	2.3467	4.6717	.3726	.7775	2.4060	.2254	30.4121
A	AVERAGE	.4174	.0498	.0994	.0079	.0165	.0512	.0048	.6471
A	ST DEV	.3063	.0860	.1931	.0144	.0279	.0613	.0142	.2305
A	REL DIS	.7338	1.7266	1.9423	1.8207	1.6849	1.1965	2.9536	.3563
B1	ROW COUNT	47							
B1	TOTALS	.2663	.4258	.4791	.1385	.2889	1.3815	.0888	3.0689
B1	AVERAGE	.0057	.0091	.0102	.0029	.0061	.0294	.0019	.0653
B1	ST DEV	.0208	.0328	.0353	.0150	.0194	.0678	.0099	.1128
B1	REL DIS	3.6647	3.6240	3.4669	5.0775	3.1629	2.3054	5.2261	1.7269
B2	ROW COUNT	47							
B2	TOTALS	.7281	.0458	.0351	.0089	.1193	3.9448	.0598	4.9419
B2	AVERAGE	.0155	.0010	.0007	.0002	.0025	.0839	.0013	.1051
B2	ST DEV	.0312	.0031	.0051	.0007	.0047	.0902	.0063	.0898
B2	REL DIS	2.0125	3.1313	6.7823	3.9122	1.8357	1.0746	4.9487	.8540

TABLE L (Continued)

B	ROW COUNT	47							
B	TOTALS	.9944	.4716	.5142	.1473	.4083	5.3263	.1487	8.0108
B	AVERAGE	.0212	.0100	.0109	.0031	.0087	.1133	.0032	.1704
B	ST DEV	.0473	.0328	.0354	.0149	.0222	.1074	.0115	.1316
B	REL DIS	2.2361	3.2644	3.2382	4.7669	2.5564	.9474	3.6383	.7722
C1	ROW COUNT	47							
C1	TOTALS	3.0971	.1272	0.0000	.0340	.7300	.2219	.0648	4.2748
C1	AVERAGE	.0659	.0027	0.0000	.0007	.0155	.0047	.0014	.0910
C1	ST DEV	.1666	.0110	0.0000	.0029	.0990	.0147	.0085	.1938
C1	REL DIS	2.5264	4.0623	0.0000	3.9859	6.3713	3.1163	6.1445	2.1311
C2	ROW COUNT	47							
C2	TOTALS	.2833	.0599	.0031	.1577	2.0356	.0937	.6227	3.2560
C2	AVERAGE	.0060	.0013	.0001	.0034	.0433	.0020	.0132	.0693
C2	ST DEV	.0290	.0081	.0004	.0141	.0975	.0090	.0749	.1409
C2	REL DIS	4.8035	6.3583	6.7823	4.2123	2.2504	4.5065	5.6539	2.0334
C3	ROW COUNT	47							
C3	TOTALS	.0595	.0243	0.0000	.0150	.4176	.0098	.0331	.5603
C3	AVERAGE	.0013	.0005	0.0000	.0003	.0089	.0002	.0007	.0119
C3	ST DEV	.0041	.0026	0.0000	.0020	.0184	.0007	.0034	.0200
C3	REL DIS	3.2304	4.6908	0.0000	6.3638	2.0666	3.5113	4.7712	1.6802
C	ROW COUNT	47							
C	TOTALS	3.4399	.2124	.0031	.2067	3.1831	.3253	.7206	8.0911
C	AVERAGE	.0732	.0045	.0001	.0044	.0677	.0069	.0153	.1722
C	ST DEV	.1683	.0152	.0004	.0164	.1474	.0177	.0764	.2329
C	REL DIS	2.3001	3.3712	6.7823	3.7379	2.1767	2.5515	4.9813	1.3530
D	ROW COUNT	47							
D	TOTALS	.0709	.0070	0.0000	.2199	.0311	.1420	.0152	.4861
D	AVERAGE	.0015	.0001	0.0000	.0047	.0007	.0030	.0003	.0103
D	ST DEV	.0102	.0010	0.0000	.0133	.0027	.0173	.0015	.0230
D	REL DIS	6.7823	6.7823	0.0000	2.8534	4.1098	5.7220	4.7460	2.2200
D	ROW COUNT	47							
D	TOTALS	.0709	.0070	0.0000	.2199	.0311	.1420	.0152	.4861
D	AVERAGE	.0015	.0001	0.0000	.0047	.0007	.0030	.0003	.0103
D	ST DEV	.0102	.0010	0.0000	.0133	.0027	.0173	.0015	.0230
D	REL DIS	6.7823	6.7823	0.0000	2.8534	4.1098	5.7220	4.7460	2.2200
TOT	ROW COUNT	47							
TOT	TOTALS	24.1231	3.0317	5.1889	.9468	4.4000	8.1997	1.1098	47.0000
TOT	AVERAGE	.5133	.0645	.1104	.0201	.0936	.1745	.0236	1.0000
TOT	ST DEV	.3204	.0921	.2078	.0292	.1499	.1311	.0877	.0000
TOT	REL DIS	.6243	1.4271	1.8875	1.4520	1.6013	.7513	3.7119	.0000

TABLE M

MASTER PROFILE 3.1 (MP-3.1)

CASE STUDY INSTITUTION

Percentage Distribution of Average
Hours Per Person Per Week of All Academic Staff
Expended on Each Activity, Across Institutional Outcomes
(Total N = 374)

RANK CODES INCLUDED IN THIS REPORT 1 2 3 4

OUTCOME		1	2	3	4	5	6	7	TOTAL
	COL COUNT	374	374	374	374	374	374	374	374
A1	ROW COUNT	373							
A1	TOTALS	237.0057	34.4948	45.0966	9.0840	7.2558	19.6407	20.4571	373.0000
A1	AVERAGE	.6354	.0925	.1209	.0244	.0195	.0527	.0548	1.0000
A1	ST DEV	.3585	.1550	.2688	.0630	.0435	.0816	.2225	.0000
A1	REL DIS	.5642	1.6756	2.2234	2.5846	2.2377	1.5491	4.0573	.0000
A2	ROW COUNT	290							
A2	TOTALS	129.5166	19.3746	23.2663	6.2918	33.5572	53.8511	24.1389	290.0000
A2	AVERAGE	.4466	.0668	.0802	.0217	.1157	.1857	.0832	1.0000
A2	ST DEV	.4022	.1548	.2295	.0729	.2298	.2679	.2712	.0000
A2	REL DIS	.9006	2.3175	2.8612	3.3585	1.9856	1.4428	3.2578	.0000
A3	ROW COUNT	266							
A3	TOTALS	184.1867	4.3917	7.5000	3.4600	26.3667	6.3450	33.7500	266.0000
A3	AVERAGE	.6924	.0165	.0282	.0130	.0991	.0239	.1269	1.0000
A3	ST DEV	.4114	.0919	.1436	.0786	.2400	.0951	.3318	.0000
A3	REL DIS	.5941	5.5635	5.0923	6.0413	2.4217	3.9883	2.6149	.0000
A4	ROW COUNT	298							
A4	TOTALS	111.3579	25.6081	21.6682	3.6019	64.4020	32.4967	38.8333	298.0000
A4	AVERAGE	.3737	.0859	.0728	.0121	.2161	.1090	.1303	1.0000
A4	ST DEV	.3771	.1835	.2177	.0512	.3215	.1922	.3276	.0000
A4	REL DIS	1.0092	2.1352	2.9906	4.2387	1.4877	1.7630	2.5141	.0000
A	ROW COUNT	374							
A	TOTALS	228.7091	32.2530	40.7113	8.9595	14.8938	23.3225	25.2792	374.0000
A	AVERAGE	.6115	.0862	.1089	.0240	.0398	.0621	.0676	1.0000
A	ST DEV	.3350	.1367	.2360	.0595	.0679	.0804	.2225	.0000
A	REL DIS	.5478	1.5855	2.1677	2.4843	1.7038	1.2954	3.2923	.0000
B1	ROW COUNT	255							
B1	TOTALS	36.8455	49.7258	14.0513	15.7503	28.5881	89.4540	20.5714	255.0000
B1	AVERAGE	.1445	.1950	.0551	.0618	.1121	.3508	.0807	1.0000
B1	ST DEV	.2409	.2770	.1771	.1507	.2068	.3402	.2636	.0000
B1	REL DIS	1.6673	1.4204	3.2140	2.4398	1.8448	.9697	3.2679	.0000
B2	ROW COUNT	342							
B2	TOTALS	52.5010	11.7625	8.6366	5.4543	17.1984	218.2958	28.1409	342.0000
B2	AVERAGE	.1535	.0344	.0253	.0159	.0503	.6383	.0823	1.0000
B2	ST DEV	.2237	.1159	.1121	.0660	.1250	.3265	.2624	.0000
B2	REL DIS	1.4569	3.3695	4.4397	4.1387	2.4866	.5116	3.1893	.0000

TABLE M (Continued)

B	ROW COUNT	353							
B	TOTALS	53.6705	31.8689	12.7192	10.4596	24.9804	191.0460	28.2408	353.0000
B	AVERAGE	.1520	.0903	.0360	.0296	.0708	.5412	.0800	1.0000
B	ST DEV	.2108	.1693	.1221	.0807	.1368	.3098	.2473	.0000
B	REL DIS	1.3863	1.8757	3.3888	2.7228	1.9333	.5725	3.0910	.0000
C1	ROW COUNT	259							
C1	TOTALS	179.4059	4.7420	5.1509	7.7683	33.8452	8.5362	19.5480	259.0000
C1	AVERAGE	.6927	.0183	.0199	.0300	.1307	.0330	.0755	1.0000
C1	ST DEV	.3819	.1034	.1223	.1323	.2768	.0953	.2564	.0000
C1	REL DIS	.5513	5.6501	6.1519	4.4101	2.1181	2.8918	3.3966	.0000
C2	ROW COUNT	308							
C2	TOTALS	34.1700	2.6287	2.6308	8.3893	221.9162	7.2780	30.9819	308.0000
C2	AVERAGE	.1109	.0085	.0085	.0272	.7205	.0236	.1006	1.0000
C2	ST DEV	.2248	.0408	.0547	.1137	.3764	.0892	.2883	.0000
C2	REL DIS	2.0266	4.7792	6.4054	4.1757	.5224	3.7734	2.8661	.0000
C3	ROW COUNT	265							
C3	TOTALS	25.6686	5.5994	7.5922	7.7582	183.4234	6.5581	28.4000	265.0000
C3	AVERAGE	.0969	.0211	.0286	.0293	.6922	.0247	.1072	1.0000
C3	ST DEV	.2153	.0929	.1348	.1217	.3949	.0791	.3048	.0000
C3	REL DIS	2.2224	4.3960	4.7053	4.1585	.5705	3.1978	2.8439	.0000
C	ROW COUNT	351							
C	TOTALS	102.8095	5.8089	7.2229	10.3645	177.1415	10.0759	37.5720	351.0000
C	AVERAGE	.2929	.0165	.0206	.0295	.5047	.0287	.1070	1.0000
C	ST DEV	.2929	.0613	.0915	.1013	.3481	.0702	.2879	.0000
C	REL DIS	.9999	3.7021	4.4488	3.4297	.6898	2.4438	2.6894	.0000
D	ROW COUNT	176							
D	TOTALS	19.0208	4.9357	3.9915	90.1657	21.9208	19.7455	16.2242	176.0000
D	AVERAGE	.1081	.0280	.0227	.5123	.1246	.1122	.0922	1.0000
D	ST DEV	.2604	.1279	.1241	.4111	.2467	.2294	.2847	.0000
D	REL DIS	2.4096	4.5599	5.4718	.8025	1.9809	2.0451	3.0882	.0000
D	ROW COUNT	176							
D	TOTALS	19.0208	4.9357	3.9915	90.1657	21.9208	19.7455	16.2242	176.0000
D	AVERAGE	.1061	.0280	.0227	.5123	.1246	.1122	.0922	1.0000
D	ST DEV	.2604	.1279	.1241	.4111	.2467	.2294	.2847	.0000
D	REL DIS	2.4096	4.5599	5.4718	.8025	1.9809	2.0451	3.0882	.0000
TOT	ROW COUNT	374							
TCT	TOTALS	176.1217	29.3024	29.5506	14.1989	42.3304	53.6909	28.8184	374.0000
TCT	AVERAGE	.4709	.0783	.0790	.0380	.1132	.1436	.0771	1.0000
TCT	ST DEV	.2806	.1094	.1660	.0663	.1330	.1146	.2092	.0000
TCT	REL DIS	.5959	1.3961	2.1015	1.7460	1.1750	.7981	2.7150	.0000

TABLE N

MASTER PROFILE 3.2 (MP-3.2)

CASE STUDY INSTITUTION

Percentage Distribution of Average Hours
Per Person Per Week of Professors, Associate Professors, and
Assistant Professors Expended on Each Activity, Across Institutional Outcomes
(Total N = 327)

OUTCOME		1	2	3	4	5	6	7	TOTAL
	COL COUNT	327	327	327	327	327	327	327	327
A1	ROW COUNT	326							
A1	TOTALS	206.9864	30.3874	36.4801	6.5312	6.5073	16.7879	20.3545	326.0000
A1	AVERAGE	.6349	.0932	.1119	.0262	.0200	.0515	.0624	1.0000
A1	ST DEV	.3561	.1535	.2566	.0666	.0442	.0832	.2370	.0000
A1	REL DIS	.5641	1.6473	2.2934	2.5438	2.2142	1.6149	3.7957	.0000
A2	ROW COUNT	257							
A2	TOTALS	115.8114	15.6996	20.1538	5.7501	30.6905	44.7508	24.1389	257.0000
A2	AVERAGE	.4506	.0611	.0784	.0224	.1194	.1741	.0939	1.0000
A2	ST DEV	.3976	.1421	.2239	.0753	.2311	.2559	.2863	.0000
A2	REL DIS	.8822	2.3256	2.8550	3.3649	1.9356	1.4697	3.0482	.0000
A3	ROW COUNT	244							
A3	TOTALS	168.1367	4.3917	5.8500	3.4500	23.9867	5.4350	32.7500	244.0000
A3	AVERAGE	.6891	.0180	.0240	.0141	.0983	.0223	.1342	1.0000
A3	ST DEV	.4111	.0958	.1301	.0820	.2351	.0926	.3398	.0000
A3	REL DIS	.5966	5.3207	5.4279	5.7960	2.3918	4.1566	2.5313	.0000
A4	ROW COUNT	263							
A4	TOTALS	96.4496	21.5914	17.5382	3.5719	59.1920	28.6033	36.0417	263.0000
A4	AVERAGE	.3667	.0821	.0667	.0136	.2251	.1088	.1370	1.0000
A4	ST DEV	.3735	.1734	.2054	.0543	.3221	.1975	.3357	.0000
A4	REL DIS	1.0184	2.1119	3.0805	4.0014	1.4312	1.8163	2.4499	.0000
A	ROW COUNT	327							
A	TOTALS	199.3386	28.2409	32.8461	8.3137	13.5852	19.7708	24.9332	327.0000
A	AVERAGE	.6096	.0864	.1004	.0254	.0415	.0605	.0762	1.0000
A	ST DEV	.3325	.1343	.2222	.0628	.0704	.0799	.2366	.0000
A	REL DIS	.5455	1.5551	2.2120	2.4698	1.6957	1.3211	3.1028	.0000
B1	ROW COUNT	227							
B1	TOTALS	32.3723	45.8258	10.8013	14.4868	26.3813	78.0476	19.0714	227.0000
B1	AVERAGE	.1426	.2019	.0476	.0638	.1162	.3438	.0840	1.0000
B1	ST DEV	.2331	.2827	.1584	.1531	.2134	.3411	.2698	.0000
B1	REL DIS	1.6345	1.4003	3.3291	2.3991	1.8360	.9922	3.2119	.0000
B2	ROW COUNT	298							
B2	TOTALS	44.1294	11.0052	8.3032	5.2277	15.8745	186.0007	27.4488	298.0000
B2	AVERAGE	.1481	.0369	.0279	.0175	.0533	.6242	.0921	1.0000
B2	ST DEV	.2152	.1222	.1184	.0699	.1318	.3300	.2784	.0000
B2	REL DIS	1.4533	3.3077	4.2478	3.9830	2.4740	.5287	3.0227	.0000

BEST COPY AVAILABLE

TABLE N (Continued)

```
B   ROW COUNT       308
B   TOTALS      45.1467    29.5593    10.3781     9.9560    23.1858   162.4924    27.2672   308.0000
B   AVERAGE      .1466      .0960      .0337      .0323      .0753      .5276      .0885     1.0000
B   ST DEV       .1989      .1757      .1158      .0847      .1434      .3103      .2617      .0000
B   REL DIS     1.3566     1.8311     3.4379     2.6218     1.9046      .5882     2.9556      .0000

C1  ROW COUNT       228
C1  TOTALS     158.6560     3.2511     5.1509     6.1483    30.1452     7.0061    17.4369   228.0000
C1  AVERAGE      .6967      .0143      .0226      .0270      .1322      .0307      .0765     1.0000
C1  ST DEV       .3773      .0873      .1302      .1209      .2731      .0945      .2578      .0000
C1  REL DIS      .5415     6.1244     5.7616     4.4846     2.0655     3.0754     3.3707      .0000
```

```
C2  ROW COUNT       270
C2  TOTALS      32.1052     2.4037     2.5594     7.2798   191.5817     6.1459    27.9194   270.0000
C2  AVERAGE      .1189      .0089      .0095      .0270      .7096      .0228      .1034     1.0000
C2  ST DEV       .2335      .0425      .0582      .1171      .3785      .0859      .2908      .0000
C2  REL DIS     1.9641     4.7747     6.1416     4.3417      .5334     3.7734     2.8118      .0000

C3  ROW COUNT       240
C3  TOTALS      23.0686     4.7494     7.5922     6.9082   165.2734     6.0081    26.4000   240.0000
C3  AVERAGE      .0961      .0198      .0316      .0288      .6886      .0250      .1100     1.0000
C3  ST DEV       .2157      .0924      .1413      .1175      .3964      .0816      .3079      .0000
C3  REL DIS     2.2443     4.6682     4.4673     4.0822      .5756     3.2606     2.7993      .0000

C   ROW COUNT       308
C   TOTALS      89.2063     4.5860     7.2187     9.2215   155.3082     8.2648    34.1896   308.0000
C   AVERAGE      .2896      .0149      .0234      .0299      .5042      .0268      .1110     1.0000
C   ST DEV       .2866      .0585      .0974      .1050      .3423      .0660      .2918      .0000
C   REL DIS      .9896     3.9322     4.1552     3.5083      .6789     2.4609     2.6289      .0000

D   ROW COUNT       160
D   TOTALS      18.0208     4.5357     3.9915    83.1657    19.2688    16.7935    14.2242   160.0000
D   AVERAGE      .1126      .0283      .0249      .5198      .1204      .1050      .0889     1.0000
D   ST DEV       .2617      .1306      .1299      .4041      .2375      .2134      .2795      .0000
D   REL DIS     2.3239     4.6061     5.2084      .7775     1.9724     2.0328     3.1434      .0000

D   ROW COUNT       160
D   TOTALS      18.0208     4.5357     3.9915    83.1657    19.2688    16.7935    14.2242   160.0000
D   AVERAGE      .1126      .0283      .0249      .5198      .1204      .1050      .0889     1.0000
D   ST DEV       .2617      .1306      .1299      .4041      .2375      .2134      .2795      .0000
D   REL DIS     2.3239     4.6061     5.2084      .7775     1.9724     2.0328     3.1434      .0000

TOT ROW COUNT       327
TOT TOTALS     151.9986    26.2707    24.3617    13.2522    37.9304    45.4912    27.7086   327.0000
TOT AVERAGE      .4648      .0803      .0745      .0405      .1160      .1391      .0847     1.0000
TOT ST DEV       .2739      .1115      .1586      .0696      .1301      .1113      .2202      .0000
TOT REL DIS      .5893     1.3881     2.1292     1.7165     1.1219      .8000     2.5986      .0000
```

TABLE 0

MASTER PROFILE 3.3 (MP-3.3)
CASE STUDY INSTITUTION

Percentage Distribution of Average Hours Per Person Per Week of Professors Expended on Each Activity, Across Institutional Outcomes

(Total N = 90)

```
RANK CODES INCLUDED IN THIS REPORT      1     1     1     1

OUTCOME              1          2          3          4          5          6          7        TOTAL
    COL COUNT       90         90         90         90         90         90         90           90

A1  ROW COUNT       90
A1  TOTALS     59.9034     5.1040    11.1731     2.0887     1.1268     4.3913     6.2131      90.0000
A1  AVERAGE      .6656      .0567      .1241      .0232      .0125      .0488      .0690       1.0000
A1  ST DEV       .3557      .0999      .2874      .0557      .0354      .1024      .2498        .0000
A1  REL DIS      .5344     1.7616     2.3147     2.3998     2.8274     2.0992     3.6186        .0000

A2  ROW COUNT       69
A2  TOTALS     34.7698     5.2398     4.6566     1.7124     8.8318     8.2350     5.5556      69.0000
A2  AVERAGE      .5039      .0759      .0674      .0248      .1280      .1193      .0805       1.0000
A2  ST DEV       .4121      .1669      .2227      .0778      .2539      .2201      .2614        .0000
A2  REL DIS      .8178     2.1983     3.3047     3.1369     1.9836     1.8445     3.2460        .0000

A3  ROW COUNT       71
A3  TOTALS     53.1833     1.1147     1.1500      .8000     6.5250     1.2250     7.0000      71.0000
A3  AVERAGE      .7491      .0157      .0162      .0113      .0919      .0173      .0986       1.0000
A3  ST DEV       .3691      .0698      .0922      .0618      .2122      .0736      .2981        .0000
A3  REL DIS      .4928     4.4389     5.6938     5.4829     2.3086     4.2652     3.0237        .0000

A4  ROW COUNT       73
A4  TOTALS     24.1469     7.5175     5.9731     1.0100    19.9125     6.9300     7.5000      73.0000
A4  AVERAGE      .3308      .1030      .0818      .0138      .2728      .0949      .1027       1.0000
A4  ST DEV       .3472      .2226      .2374      .0473      .3461      .1837      .2979        .0000
A4  REL DIS     1.0498     2.1616     2.9013     3.4167     1.2689     1.9355     2.8998        .0000

A   ROW COUNT       90
A   TOTALS     57.3065     5.3148    10.0862     1.9089     3.5757     4.7002     7.1066      90.0000
A   AVERAGE      .6367      .0591      .1121      .0212      .0397      .0522      .0790       1.0000
A   ST DEV       .3158      .0926      .2542      .0481      .0581      .0893      .2477        .0000
A   REL DIS      .4960     1.5672     2.2683     2.2691     1.4633     1.7096     3.1374        .0000

B1  ROW COUNT       58
B1  TOTALS     10.8152    12.8751     3.0133     4.4136     6.6617    15.5545     4.6667      58.0000
B1  AVERAGE      .1865      .2220      .0520      .0761      .1149      .2682      .0805       1.0000
B1  ST DEV       .2879      .3303      .1731      .1817      .2374      .3346      .2649        .0000
B1  REL DIS     1.5441     1.5286     3.3309     2.3880     2.0668     1.2476     3.2919        .0000

B2  ROW COUNT       83
B2  TOTALS     13.2006     4.2356     1.9155     1.5876     5.3969    48.8306     7.8333      83.0000
B2  AVERAGE      .1590      .0510      .0231      .0191      .0650      .5883      .0944       1.0000
B2  ST DEV       .2220      .1638      .1227      .0639      .1391      .3352      .2825        .0000
B2  REL DIS     1.3959     3.2905     5.3153     3.3423     2.1387      .5698     2.9928        .0000
```

BEST COPY AVAILABLE

TABLE 0 (Continued)

BEST COPY AVAILABLE

```
B   ROW COUNT          85
B   TOTALS        14.9325      7.6050      2.3714      2.5376      6.5819     42.5601      8.4116     85.0000
B   AVERAGE         .1757       .0895       .0279       .0299       .0774       .5007       .0990      1.0000
B   ST DEV          .2160       .1904       .1074       .0791       .1381       .3005       .2813       .0000
B   REL DIS        1.2296      2.1278      3.8506      2.6487      1.7840       .6001      2.8422       .0000

C1  ROW COUNT          67
C1  TOTALS        44.8715      0.0000      1.7500      1.8167     11.1794       .4733      6.9091     67.0000
C1  AVERAGE         .6697      0.0000       .0261       .0271       .1669       .0071       .1031      1.0000
C1  ST DEV          .4043      0.0000       .1375       .1248       .3024       .0431       .3021       .0000
C1  REL DIS         .6037      0.0000      5.2644      4.6030      1.8125      6.0985      2.9294       .0000
----------------------------------------------------------------------------------------------------------

C2  ROW COUNT          74
C2  TOTALS        10.1078       .7844      1.1627      1.8066     53.0486       .7681      6.3218     74.0000
C2  AVERAGE         .1366       .0106       .0157       .0244       .7169       .0104       .0854      1.0000
C2  ST DEV          .2556       .0485       .0864       .1041       .3807       .0361       .2638       .0000
C2  REL DIS        1.8712      4.5715      5.4972      4.2637       .5310      3.4759      3.0883       .0000

C3  ROW COUNT          75
C3  TOTALS         5.6203      1.6111      1.8889      1.1320     54.4396      1.8081      8.5000     75.0000
C3  AVERAGE         .0749       .0215       .0252       .0151       .7259       .0241       .1133      1.0000
C3  ST DEV          .2148       .1202       .1350       .0612       .3921       .0900       .3117       .0000
C3  REL DIS        2.8663      5.5942      5.3591      4.0521       .5402      3.7350      2.7503       .0000

C   ROW COUNT          85
C   TOTALS        22.9819      1.2312      2.4771      2.1970     44.5214      1.2135     10.3779     85.0000
C   AVERAGE         .2704       .0145       .0291       .0258       .5238       .0143       .1221      1.0000
C   ST DEV          .2989       .0603       .1256       .0844       .3459       .0401       .3002       .0000
C   REL DIS        1.1054      4.1663      4.3112      3.2655       .6603      2.8121      2.4586       .0000

D   ROW COUNT          50
D   TOTALS         4.8248      1.6385      1.4816     23.3589      7.2045      6.6965      4.8000     50.0000
D   AVERAGE         .0965       .0328       .0296       .4672       .1441       .1339       .0960      1.0000
D   ST DEV          .2443       .1158       .1451       .3963       .2559       .2606       .2891       .0000
D   REL DIS        2.5313      3.5331      4.8958       .8482      1.7762      1.9460      3.0116       .0000

D   ROW COUNT          50
D   TOTALS         4.8248      1.6385      1.4816     23.3589      7.2045      6.6965      4.0000     50.0000
D   AVERAGE         .0965       .0328       .0296       .4672       .1441       .1339       .0960      1.0000
D   ST DEV          .2443       .1158       .1451       .3963       .2559       .2606       .2891       .0000
D   REL DIS        2.5313      3.5331      4.8958       .8482      1.7762      1.9460      3.0116       .0000

TOT ROW COUNT          90
TOT TOTALS        41.2793      5.0038      6.5623      3.5118     14.7026     10.7953      8.1458     90.0000
TOT AVERAGE         .4587       .0556       .0729       .0390       .1634       .1199       .0905      1.0000
TUT ST UEV          .2560       .0834       .1671       .0670       .1748       .1206       .2356       .0000
TUT REL DIS         .5581      1.5006      2.2917      1.7178      1.0700      1.0051      2.6032       .0000
```

MASTER PROFILE 3.4 (MP-3.4)

CASE STUDY INSTITUTION

Percentage Distribution of Average
Hours Per Person Per Week of Associate Professors
Expended on Each Activity, Across Institutional Outcomes

(Total N = 96)

```
RANK CODES INCLUDED IN THIS REPORT     2     2     2     2

OUTCOME                    1           2           3           4           5           6           7         TOTAL
    COL COUNT             96          96          96          96          96          96          96            96

A1  ROW COUNT             96
A1  TOTALS           58.4306      6.8966     13.7808      2.7493      2.0844      4.8834      7.1950       96.0000
A1  AVERAGE            .6087       .0718       .1436       .0286       .0217       .0509       .0749        1.0000
A1  ST DEV             .3742       .1269       .2790       .0638       .0477       .0767       .2546         .0000
A1  REL DIS            .6148      1.7668      1.9434      2.2272      2.1958      1.5079      3.3977         .0000

A2  ROW COUNT             75
A2  TOTALS           32.3778      3.8955      4.8489      1.5511      7.9869     13.0064     11.3333       75.0000
A2  AVERAGE            .4317       .0519       .0647       .0207       .1065       .1734       .1511        1.0000
A2  ST DEV             .4159       .1252       .1825       .0733       .2261       .2779       .3540         .0000
A2  REL DIS            .9635      2.4101      2.8232      3.5466      2.1229      1.6023      2.3426         .0000

A3  ROW COUNT             74
A3  TOTALS           50.8233       .7000      1.9000      1.6000      6.6667      2.3100     10.0000       74.0000
A3  AVERAGE            .6868       .0095       .0257       .0216       .0901       .0312       .1351        1.0000
A3  ST DEV             .4176       .0463       .1405       .1180       .2346       .1294       .3419         .0000
A3  REL DIS            .6080      4.8906      5.4729      5.4576      2.6039      4.1468      2.5298         .0000

A4  ROW COUNT             76
A4  TOTALS           29.9064      6.4996      5.2286       .2875     14.8190      4.8738     14.3750       76.0000
A4  AVERAGE            .3935       .0855       .0688       .0038       .1950       .0641       .1891        1.0000
A4  ST DEV             .4096       .1792       .2119       .0206       .3237       .1300       .3791         .0000
A4  REL DIS           1.0409      2.0951      3.0798      5.4407      1.6599      2.0275      2.0042         .0000

A   ROW COUNT             96
A   TOTALS           56.7216      6.6439     11.9113      2.5043      3.7287      5.7030      8.8038       96.0000
A   AVERAGE            .5909       .0692       .1241       .0261       .0388       .0594       .0917        1.0000
A   ST DEV             .3563       .1126       .2382       .0553       .0603       .0801       .2525         .0000
A   REL DIS            .6031      1.6267      1.9195      2.1186      1.5528      1.3477      2.7530         .0000

B1  ROW COUNT             60
B1  TOTALS            8.8325     11.9102      2.9248      5.1604      5.8645     20.2950      5.0000       60.0000
B1  AVERAGE            .1472       .1987       .0487       .0860       .0977       .3383       .0833        1.0000
B1  ST DEV             .2185       .2549       .1431       .1857       .1701       .3414       .2764         .0000
B1  REL DIS           1.4845      1.2833      2.9357      2.1587      1.7405      1.0094      3.3166         .0000

B2  ROW COUNT             87
B2  TOTALS           10.6604      2.8474      1.6614      1.9721      5.3733     54.6077      9.8667       87.0000
B2  AVERAGE            .1225       .0327       .0191       .0227       .0618       .6277       .1134        1.0000
B2  ST DEV             .1783       .1226       .0849       .0817       .1547       .3454       .3101         .0000
B2  REL DIS           1.4550      3.7447      4.4460      3.6021      2.5047       .5502      2.7342         .0000
```

TABLE P (Continued)

B	ROW COUNT	88							
B	TOTALS	11.2244	9.3330	2.5177	3.4587	6.7935	45.5509	9.1141	88.0000
B	AVERAGE	.1275	.1061	.0286	.0393	.0772	.5176	.1036	1.0000
B	ST DEV	.1662	.1928	.0956	.0925	.1585	.3311	.2924	.0000
B	REL DIS	1.3027	1.8174	3.3411	2.3526	2.0538	.6396	2.8237	.0000
C1	ROW COUNT	66							
C1	TOTALS	43.8812	1.0683	1.8333	3.5270	7.7613	3.1794	4.7500	66.0000
C1	AVERAGE	.6649	.0162	.0278	.0534	.1176	.0482	.0720	1.0000
C1	ST DEV	.3847	.1222	.1572	.1789	.2568	.1329	.2418	.0000
C1	REL DIS	.5786	7.5487	5.6578	3.3476	2.1836	2.7593	3.3600	.0000
C2	ROW COUNT	79							
C2	TOTALS	8.9684	.8279	.8253	1.6158	54.5926	2.0861	10.0823	79.0000
C2	AVERAGE	.1135	.0105	.0104	.0205	.6910	.0264	.1276	1.0000
C2	ST DEV	.2197	.0364	.0496	.0650	.3716	.0786	.3177	.0000
C2	REL DIS	1.9355	3.4726	4.7511	3.1774	.5378	2.9780	2.4895	.0000
C3	ROW COUNT	70							
C3	TOTALS	9.3250	1.2250	1.3750	2.4150	44.7550	.9050	10.0000	70.0000
C3	AVERAGE	.1332	.0175	.0196	.0345	.6394	.0129	.1429	1.0000
C3	ST DEV	.2610	.0721	.0936	.1462	.4082	.0433	.3499	.0000
C3	REL DIS	1.9590	4.1217	4.7664	4.2380	.6385	3.3502	2.4495	.0000
C	ROW COUNT	89							
C	TOTALS	24.6448	1.6510	1.8083	2.8875	44.6574	3.0995	10.2498	89.0000
C	AVERAGE	.2769	.0186	.0203	.0324	.5018	.0348	.1152	1.0000
C	ST DEV	.2675	.0685	.0732	.0809	.3259	.0781	.3005	.0000
C	REL DIS	.9661	3.6904	3.6023	2.4928	.6495	2.2433	2.6095	.0000
D	ROW COUNT	47							
D	TOTALS	5.5310	2.2571	1.4849	21.1910	4.8343	4.6161	7.0909	47.0000
D	AVERAGE	.1177	.0480	.0316	.4509	.1029	.0982	.1509	1.0000
D	ST DEV	.2499	.2024	.1494	.4127	.2376	.1895	.3555	.0000
D	REL DIS	2.1233	4.2142	4.7300	.9153	2.3097	1.9295	2.3560	.0000
D	ROW COUNT	47							
D	TOTALS	5.5310	2.2571	1.4849	21.1910	4.8343	4.6161	7.0909	47.0000
D	AVERAGE	.1177	.0480	.0316	.4509	.1029	.0982	.1509	1.0000
D	ST DEV	.2499	.2024	.1494	.4127	.2376	.1895	.3555	.0000
D	REL DIS	2.1233	4.2142	4.7300	.9153	2.3097	1.9295	2.3560	.0000
TOT	ROW COUNT	96							
TOT	TOTALS	43.7743	6.9187	8.6185	4.1068	10.5987	12.7322	9.2596	96.0000
TOT	AVERAGE	.4560	.0721	.0898	.0428	.1104	.1326	.0965	1.0000
TOT	ST DEV	.2959	.0973	.1726	.0647	.1079	.1071	.2344	.0000
TOT	REL DIS	.6489	1.3495	1.9230	1.5120	.9773	.8074	2.4303	.0000

TABLE Q

MASTER PROFILE 3.5 (MP-3.5)

CASE STUDY INSTITUTION

Percentage Distribution of Average
Hours Per Person Per Week of Assistant Professors
Expended on Each Activity, Across Institutional Outcomes
(Total = 141)

RANK CODES INCLUDED IN THIS REPORT 3 3 3 3

OUTCOME		1	2	3	4	5	6	7	TOTAL
	COL COUNT	141	141	141	141	141	141	141	141
A1	ROW COUNT	140							
A1	TOTALS	88.6524	18.3847	11.5261	3.6933	3.2961	7.5132	6.9464	140.0000
A1	AVERAGE	.6332	.1313	.0823	.0264	.0235	.0537	.0496	1.0000
A1	ST DEV	.3468	.1866	.2127	.0743	.0462	.0729	.2142	.0000
A1	REL DIS	.5476	1.4208	2.5837	2.8178	1.9622	1.3585	4.3179	.0000
A2	ROW COUNT	113							
A2	TOTALS	48.6637	6.5642	10.6543	2.4867	13.8718	23.5093	7.2500	113.0000
A2	AVERAGE	.4307	.0581	.0943	.0220	.1228	.2080	.0642	1.0000
A2	ST DEV	.3722	.1352	.2473	.0749	.2192	.2552	.2416	.0000
A2	REL DIS	.8644	2.3277	2.6226	3.4048	1.7860	1.2267	3.7660	.0000
A3	ROW COUNT	99							
A3	TOTALS	64.1300	2.5750	2.8000	1.0500	10.7950	1.9000	15.7500	99.0000
A3	AVERAGE	.6478	.0260	.0283	.0106	.1090	.0192	.1591	1.0000
A3	ST DEV	.4292	.1319	.1443	.0579	.2503	.0681	.3632	.0000
A3	REL DIS	.6625	5.0693	5.1013	5.4548	2.2955	3.5461	2.2827	.0000
A4	ROW COUNT	114							
A4	TOTALS	42.3963	7.5742	6.3366	2.2744	24.4604	16.7995	14.1667	114.0000
A4	AVERAGE	.3719	.0664	.0556	.0200	.2146	.1474	.1243	1.0000
A4	ST DEV	.3625	.1252	.1763	.0707	.3011	.2328	.3235	.0000
A4	REL DIS	.9747	1.8848	3.1710	3.5426	1.4031	1.5797	2.6036	.0000
A	ROW COUNT	141							
A	TOTALS	85.3105	16.2802	10.8486	3.9004	6.2808	9.3676	9.0228	141.0000
A	AVERAGE	.6050	.1155	.0769	.0277	.0445	.0664	.0640	1.0000
A	ST DEV	.3250	.1619	.1833	.0746	.0828	.0726	.2166	.0000
A	REL DIS	.5371	1.4022	2.3826	2.6978	1.8593	1.0922	3.3849	.0000
B1	ROW COUNT	109							
B1	TOTALS	12.7247	21.0315	4.8631	4.9128	13.8551	42.1980	9.4048	109.0000
B1	AVERAGE	.1167	.1929	.0446	.0451	.1271	.3871	.0863	1.0000
B1	ST DEV	.2026	.2628	.1582	.1076	.2204	.3371	.2688	.0000
B1	REL DIS	1.7356	1.3621	3.5459	2.3864	1.7342	.8709	3.1155	.0000
B2	ROW COUNT	128							
B2	TOTALS	20.2684	3.9223	4.7263	1.6680	5.1043	82.5624	9.7488	128.0000
B2	AVERAGE	.1583	.0306	.0369	.0130	.0399	.6450	.0762	1.0000
B2	ST DEV	.2316	.0834	.1334	.0644	.1064	.3136	.2506	.0000
B2	REL DIS	1.4626	2.7216	3.6140	4.9405	2.6673	.4862	3.2908	.0000

TABLE Q (Continued)

B	ROW COUNT	135							
B	TOTALS	18.9699	12.6213	5.4890	3.9597	9.8104	74.3814	9.7415	135.0000
B	AVERAGE	.1407	.0935	.0407	.0293	.0727	.5510	.0722	1.0000
B	ST DEV	.2050	.1527	.1316	.0827	.1360	.3005	.2240	.0000
B	REL DIS	1.4576	1.6334	3.2354	2.8179	1.8708	.5455	3.1037	.0000
C1	ROW COUNT	95							
C1	TOTALS	70.1053	2.1829	1.5676	.8047	11.2045	3.3534	5.7778	95.0000
C1	AVERAGE	.7380	.0230	.0165	.0085	.1179	.0353	.0608	1.0000
C1	ST DEV	.3472	.0878	.1005	.0324	.2598	.0850	.2318	.0000
C1	REL DIS	.4705	3.8215	6.0918	3.8278	2.2024	2.4077	3.8117	.0000
C2	ROW COUNT	117							
C2	TOTALS	13.0290	.7914	.5714	3.8573	83.9405	3.2917	11.5154	117.0000
C2	AVERAGE	.1114	.0068	.0049	.0330	.7174	.0281	.0984	1.0000
C2	ST DEV	.2273	.0422	.0373	.1478	.3813	.1090	.2869	.0000
C2	REL DIS	2.0414	6.2410	7.6429	4.4836	.5314	3.8759	2.9145	.0000
C3	ROW COUNT	95							
C3	TOTALS	8.1233	1.9133	4.3283	3.3612	66.0788	3.2950	7.9000	95.0000
C3	AVERAGE	.0855	.0201	.0456	.0354	.6956	.0347	.0832	1.0000
C3	ST DEV	.1717	.0705	.1711	.1263	.3870	.0941	.2666	.0000
C3	REL DIS	2.0079	3.9470	3.7557	3.5707	.5564	2.7118	3.2062	.0000
C	ROW COUNT	134							
C	TOTALS	41.5796	1.7038	2.9333	4.1370	66.1293	3.9518	13.5619	134.0000
C	AVERAGE	.3103	.0127	.0219	.0309	.4935	.0295	.1012	1.0000
C	ST DEV	.2896	.0494	.0905	.1284	.3501	.0693	.2800	.0000
C	REL DIS	.9332	3.8870	4.1365	4.1581	.7093	2.3486	2.7669	.0000
D	ROW COUNT	63							
D	TOTALS	7.6650	.6400	1.0250	38.6158	7.2300	5.4809	2.3333	63.0000
D	AVERAGE	.1217	.0102	.0163	.6129	.1148	.0870	.0370	1.0000
D	ST DEV	.2824	.0383	.0969	.3856	.2202	.1841	.1793	.0000
D	REL DIS	2.3212	3.7719	5.9553	.6291	1.9190	2.1163	4.8403	.0000
D	ROW COUNT	63							
D	TOTALS	7.6650	.6400	1.0250	38.6158	7.2300	5.4809	2.3333	63.0000
D	AVERAGE	.1217	.0102	.0163	.6129	.1148	.0870	.0370	1.0000
D	ST DEV	.2824	.0383	.0969	.3856	.2202	.1841	.1793	.0000
D	REL DIS	2.3212	3.7719	5.9553	.6291	1.9190	2.1163	4.8403	.0000
TOT	ROW COUNT	141							
TOT	TOTALS	66.9451	14.3482	9.1809	5.6336	12.6292	21.9637	10.3033	141.0000
TOT	AVERAGE	.4748	.1018	.0651	.0400	.0896	.1558	.0731	1.0000
TOT	ST DEV	.2690	.1306	.1414	.0743	.0985	.1054	.1984	.0000
TOT	REL DIS	.5666	1.2836	2.1715	1.8608	1.0995	.6764	2.7146	.0000

TABLE R

MASTER PROFILE 3.6 (MP-3.6)

CASE STUDY INSTITUTION

Percentage Distribution of Average
Hours Per Person Per Week of Other Academic Staff
Expended on Each Activity, Across Institutional Outcomes

(Total N = 47)

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RANK CODES INCLUDED IN THIS REPORT     4     4     4     4

OUTCOME
     COL COUNT           1          2          3          4          5          6          7      TOTAL
                        47         47         47         47         47         47         47         47
A1   ROW COUNT          47
A1   TOTALS        30.0193     4.1074     8.6166      .5528      .7485     2.8528      .1026    47.0000
A1   AVERAGE         .6387      .0874      .1833      .0118      .0159      .0607      .0022     1.0000
A1   ST DEV          .3609      .1644      .3350      .0239      .0384      .0690      .0148      .0000
A1   REL DIS         .5651     1.8807     1.8273     2.0325     2.4097     1.1369     6.7823      .0000

A2   ROW COUNT          33
A2   TOTALS        13.7052     3.6780     3.1125      .5417     2.8667     9.1003     0.0000    33.0000
A2   AVERAGE         .4153      .1114      .0943      .0164      .0869      .2758     0.0000     1.0000
A2   ST DEV          .4356      .2264      .2692      .0499      .2166      .3340     0.0000      .0000
A2   REL DIS        1.0489     2.0329     2.8539     3.0371     2.4928     1.2113     0.0000      .0000

A3   ROW COUNT          22
A3   TOTALS        16.0500     0.0000     1.6500      .0100     2.3800      .9100     1.0000    22.0000
A3   AVERAGE         .7295     0.0000      .0750      .0005      .1082      .0414      .0455     1.0000
A3   ST DEV          .4125     0.0000      .2430      .0021      .2889      .1184      .2083      .0000
A3   REL DIS         .5654     0.0000     3.2396     4.5826     2.6703     2.8627     4.5826      .0000

A4   ROW COUNT          35
A4   TOTALS        14.9083     4.0167     4.1500      .0300     5.2100     3.8933     2.7917    35.0000
A4   AVERAGE         .4260      .1146      .1186      .0009      .1489      .1112      .0798     1.0000
A4   ST DEV          .3997      .2446      .2896      .0037      .3088      .1465      .2528      .0000
A4   REL DIS         .9384     2.1315     2.4424     4.2947     2.0742     1.3172     3.1699      .0000

A    ROW COUNT          47
A    TOTALS        29.3705     4.0121     7.8652      .6459     1.3085     3.4517      .3460    47.0000
A    AVERAGE         .6249      .0854      .1673      .0137      .0278      .0734      .0074     1.0000
A    ST DEV          .3511      .1525      .3093      .0252      .0441      .0833      .0219      .0000
A    REL DIS         .5618     1.7865     1.8482     1.8321     1.5824     1.1347     2.9786      .0000

B1   ROW COUNT          28
B1   TOTALS         4.4732     3.9000     3.2500     1.2636     2.2068    11.4064     1.5000    28.0000
B1   AVERAGE         .1598      .1393      .1161      .0451      .0788      .4074      .0536     1.0000
B1   ST DEV          .2963      .2177      .2794      .1283      .1387      .3268      .2044      .0000
B1   REL DIS        1.8545     1.5628     2.4068     2.8432     1.7597      .8023     3.8152      .0000

B2   ROW COUNT          44
B2   TOTALS         8.3717      .7573      .3333      .2267     1.3239    32.2951      .6921    44.0000
B2   AVERAGE         .1903      .0172      .0076      .0052      .0301      .7340      .0157     1.0000
B2   ST DEV          .2712      .0547      .0497      .0258      .0586      .2838      .0721      .0000
B2   REL DIS        1.4255     3.1777     6.5574     5.0016     1.9485      .3867     4.5858      .0000
```

TABLE R (Continued)

B	ROW COUNT	45							
B	TOTALS	8.5238	2.3096	2.3411	.5037	1.7946	28.5536	.9736	45.0000
B	AVERAGE	.1894	.0513	.0520	.0112	.0399	.6345	.0216	1.0000
B	ST DEV	.2762	.1088	.1575	.0389	.0711	.2900	.0847	.0000
B	REL DIS	1.4579	2.1203	3.0282	3.4746	1.7818	.4570	3.9144	.0000
C1	ROW COUNT	31							
C1	TOTALS	20.5478	1.4909	0.0000	1.6200	3.7000	1.5302	2.1111	31.0000
C1	AVERAGE	.6628	.0481	0.0000	.0523	.1194	.0494	.0681	1.0000
C1	ST DEV	.4130	.1797	0.0000	.1951	.3023	.0995	.2455	.0000
C1	REL DIS	.6231	3.7374	0.0000	3.7330	2.5330	2.0159	3.6052	.0000
C2	ROW COUNT	38							
C2	TOTALS	2.0649	.2240	.0714	1.1095	30.3345	1.1321	3.0625	38.0000
C2	AVERAGE	.0543	.0059	.0019	.0292	.7983	.0298	.0806	1.0000
C2	ST DEV	.1362	.0253	.0114	.0865	.3514	.1094	.2694	.0000
C2	REL DIS	2.5060	4.2702	6.0828	2.9615	.4402	3.6734	3.3423	.0000
C3	ROW COUNT	25							
C3	TOTALS	2.6000	.8500	0.0000	.8500	18.1500	.5500	2.0000	25.0000
C3	AVERAGE	.1040	.0340	0.0000	.0340	.7260	.0220	.0800	1.0000
C3	ST DEV	.2107	.0967	0.0000	.1567	.3787	.0492	.2713	.0000
C3	REL DIS	2.0257	2.8431	0.0000	4.6078	.5216	2.2342	3.3912	.0000
C	ROW COUNT	43							
C	TOTALS	13.6032	1.2229	.0042	1.1430	21.8333	1.8110	3.3824	43.0000
C	AVERAGE	.3164	.0284	.0001	.0266	.5078	.0421	.0787	1.0000
C	ST DEV	.3334	.0770	.0006	.0684	.3873	.0934	.2561	.0000
C	REL DIS	1.0538	2.7068	6.4807	2.5742	.7629	2.2186	3.2558	.0000
D	ROW COUNT	16							
D	TOTALS	1.0000	.4000	0.0000	7.0000	2.6520	2.9520	2.0000	16.0000
D	AVERAGE	.0625	.0250	0.0000	.4375	.1657	.1845	.1250	1.0000
D	ST DEV	.2421	.0968	0.0000	.4689	.3217	.3436	.3307	.0000
D	REL DIS	3.8730	3.8730	0.0000	1.0717	1.9409	1.8623	2.6458	.0000
D	ROW COUNT	16							
D	TOTALS	1.0000	.4000	0.0000	7.0000	2.6520	2.9520	2.0000	16.0000
D	AVERAGE	.0625	.0250	0.0000	.4375	.1657	.1845	.1250	1.0000
D	ST DEV	.2421	.0968	0.0000	.4669	.3217	.3436	.3307	.0000
D	REL DIS	3.8730	3.8730	0.0000	1.0717	1.9409	1.8623	2.6458	.0000
TOT	ROW COUNT	47							
TOT	TOTALS	24.1231	3.0317	5.1889	.9468	4.4000	8.1997	1.1098	47.0000
TOT	AVERAGE	.5133	.0645	.1104	.0201	.0936	.1745	.0236	1.0000
TOT	ST DEV	.3204	.0921	.2078	.0242	.1499	.1311	.0877	.0000
TOT	REL DIS	.6243	1.4271	1.8825	1.4520	1.6013	.7513	3.7119	.0000

TABLE S

MASTER PROFILE 4.1 (MP-4.1)

CASE STUDY INSTITUTION

Percentage Distribution of Average Hours Per Person Per Week of All Academic Staff Expended Toward Each Institutional Outcome, Across Activities

(Total N = 374)

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RANK CODES INCLUDED IN THIS REPORT     1   2   3   4
ULTCOME                                 2           3          4          5          6          7       TOTAL

    COL COUNT           353         253         133        217        324        337        129        374

A1  ROW COUNT           374
A1  TOTALS         232.8253    127.3356     99.1437    66.5180    36.6783    63.8321    19.1450   203.5683
A1  AVERAGE           .6596       .5033       .5480      .3045      .1132      .1885      .1484      .5443
A1  ST DEV            .2983       .4131       .4161      .3884      .2396      .2545      .3156      .2052
A1  REL DIS           .4523       .8208       .5421     1.2670     2.1163     1.3500     2.1266      .3769

A2  ROW COUNT           374
A2  TOTALS          13.2688     13.1217     12.8523     8.4030    13.1162    19.1769     6.1331    14.7303
A2  AVERAGE           .0376       .0519       .0840      .0387      .0405      .0569      .0475      .0396
A2  ST DEV            .0842       .1584       .2345      .1589      .1107      .1262      .1519      .0607
A2  REL DIS          2.2390      3.0533      2.7912     4.1032     2.7349     2.2176     3.1955     1.5407

A3  ROW COUNT           374
A3  TOTALS          21.8283      2.2413      2.9666     1.5258     6.2348     1.5395     9.8538    10.2448
A3  AVERAGE           .0618       .0089       .0103      .0070      .0192      .0046      .0764      .0274
A3  ST DEV            .1295       .0545       .1086      .0581      .0586      .0248      .2318      .0400
A3  REL DIS          2.0950      6.1514      5.6376     8.2630     3.0456     5.4226     3.0352     1.4596

A4  ROW COUNT           374
A4  TOTALS          12.4454     21.6118     10.6476     4.3900    21.8503    10.8508    17.5956    14.9148
A4  AVERAGE           .0353       .0854       .0696      .0202      .0674      .0322      .1364      .0399
A4  ST DEV            .0747       .2235       .2043      .1099      .1405      .0880      .2068      .0512
A4  REL DIS          2.1195      2.6159      2.9358     5.4394     2.0828     2.7322     2.1027     1.2837

A   ROW COUNT           374
A   TOTALS         280.3679    164.3103    125.5923    80.8369    77.8796    95.0993    52.7275   243.4582
A   AVERAGE           .7962       .6494       .8209      .3725      .2404      .2822      .4087      .6510
A   ST DEV            .2593       .3950       .3205      .4127      .2961      .2914      .4434      .1983
A   REL DIS           .3265       .6082       .3905     1.1078     1.2319     1.0328     1.0849      .3046

B1  ROW COUNT           374
B1  TOTALS           9.0315     57.7495     12.3589    25.1128    24.6482    52.6686    11.4896    29.0669
B1  AVERAGE           .0256       .2283       .0808      .1157      .0761      .1563      .0891      .0777
B1  ST DEV            .0735       .3433       .2213      .2579      .1815      .2357      .2562      .1080
B1  REL DIS          2.8728      1.5040      2.7395     2.2298     2.3862     1.5081     2.8770     1.3893

B2  ROW COUNT           374
B2  TOTALS          12.7877     14.0274      6.5239     5.4487    13.4680   171.4400    17.6510    37.7618
B2  AVERAGE           .0362       .0554       .0456      .0251      .0416      .5087      .1368      .1010
B2  ST DEV            .0844       .1659       .1535      .0941      .1096      .3373      .3034      .0893
B2  REL DIS          2.3309      2.9915      3.5906     3.7459     2.6360      .6631     2.2172      .8868
```

TABLE S (Continued)

B	ROW COUNT	374							
B	TOTALS	21.8191	71.7769	18.8828	30.5615	38.1161	274.1084	29.1407	66.8287
B	AVERAGE	.0618	.2837	.1236	.1408	.1176	.6650	.2259	.1787
B	ST DEV	.1157	.3697	.2816	.2743	.2139	.3074	.3790	.1363
B	REL DIS	1.8715	1.3032	2.2709	1.9619	1.8179	.4623	1.6778	.7628
C1	ROW COUNT	374							
C1	TOTALS	35.0227	5.0025	2.4205	10.3561	12.5063	3.6658	10.1455	16.6136
C1	AVERAGE	.0992	.0198	.0158	.0477	.0386	.0109	.0786	.0444
C1	ST DEV	.2014	.1196	.1006	.1845	.1183	.0407	.2472	.0908
C1	REL DIS	2.0296	6.0487	6.3493	3.8656	3.0637	3.7390	3.1428	2.0256
C2	ROW COUNT	374							
C2	TOTALS	11.8618	4.7533	1.6800	16.9791	130.7757	6.0670	18.4760	30.9771
C2	AVERAGE	.0336	.0188	.0110	.0782	.4036	.0180	.1432	.0828
C2	ST DEV	.1106	.0995	.0551	.2218	.3254	.0776	.3020	.1300
C2	REL DIS	3.2925	5.2953	5.0145	2.8341	.8063	4.3090	2.1088	1.5691
C3	ROW COUNT	374							
C3	TOTALS	2.0197	2.8168	3.7500	4.8203	59.4874	1.5844	13.4013	8.3526
C3	AVERAGE	.0057	.0111	.0245	.0222	.1836	.0047	.1039	.0223
C3	ST DEV	.0223	.0718	.1240	.1042	.2502	.0279	.2773	.0340
C3	REL DIS	3.9051	6.4461	5.0948	4.6927	1.3627	5.9243	2.6695	1.5223
C	ROW COUNT	374							
C	TOTALS	48.9042	12.5726	7.8505	32.1595	202.7693	11.3172	42.0227	55.9628
C	AVERAGE	.1385	.0497	.0513	.1482	.6258	.0336	.3258	.1496
C	ST DEV	.2323	.1751	.1738	.3018	.3465	.0994	.4267	.1697
C	REL DIS	1.6764	3.5235	3.3876	2.0368	.5536	2.9613	1.3098	1.1344
D	ROW COUNT	374							
D	TOTALS	1.9068	4.3401	.6744	73.4463	5.2359	6.4752	5.1091	7.7703
D	AVERAGE	.0054	.0172	.0044	.3385	.0162	.0192	.0396	.0208
D	ST DEV	.0253	.1104	.0251	.4024	.0564	.0812	.1704	.0421
D	REL DIS	4.6804	6.4368	5.6853	1.1889	3.4880	4.2251	4.3026	2.0275
D	ROW COUNT	374							
D	TOTALS	1.9068	4.3401	.6744	73.4463	5.2359	6.4752	5.1091	7.7703
D	AVERAGE	.0054	.0172	.0044	.3385	.0162	.0192	.0396	.0208
D	ST DEV	.0253	.1104	.0251	.4024	.0564	.0812	.1704	.0421
D	REL DIS	4.6804	6.4368	5.6853	1.1889	3.4880	4.2251	4.3026	2.0275
TOT	ROW COUNT	374							
TOT	TOTALS	353.0000	283.0000	153.0000	217.0000	324.0000	397.0000	129.0000	374.0000
TOT	AVERAGE	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
TOT	ST DEV	.0000	.0000	.0000	.0000	.0000	.0000	.0000	.0000
TOT	REL DIS	.0000	.0000	.0000	.0000	.0000	.0000	.0000	.0000

TABLE T

MASTER PROFILE 4.2 (MP-4.2)

CASE STUDY INSTITUTION

Percentage Distribution of Average Hours Per Person Per Week of Professors, Associate Professors, and Assistant Professors Expended Toward Each Institutional Outcome, Across Activities

(Total N = 327)

OUTCOME		1	2	3	4	5	6	7	TOTAL
	COL COUNT	310	223	134	188	283	292	115	327
A1	ROW COUNT	327							
A1	TOTALS	204.2033	111.7585	84.7383	56.7765	32.1521	54.9292	18.7240	177.5784
A1	AVERAGE	.6587	.5012	.6324	.3020	.1136	.1881	.1628	.5439
A1	ST DEV	.2939	.4126	.4243	.3829	.2407	.2562	.3292	.2024
A1	REL DIS	.4462	.8234	.6710	1.2680	2.1186	1.3619	2.0220	.3727
A2	ROW COUNT	327							
A2	TOTALS	11.1748	10.5170	11.9652	5.7262	11.6195	16.1816	6.1331	12.4933
A2	AVERAGE	.0360	.0472	.0893	.0305	.0411	.0554	.0533	.0382
A2	ST DEV	.0692	.1479	.2433	.1340	.1129	.1201	.1599	.0543
A2	REL DIS	1.9208	3.1358	2.7248	4.3995	2.7494	2.1681	2.9991	1.4213
A3	ROW COUNT	327							
A3	TOTALS	20.9673	2.2413	2.8963	1.5107	5.6960	1.4360	8.8538	9.5676
A3	AVERAGE	.0677	.0101	.0216	.0080	.0201	.0049	.0770	.0293
A3	ST DEV	.1367	.0579	.1159	.0624	.0598	.0263	.2285	.0413
A3	REL DIS	2.0192	5.7649	5.3715	7.7595	2.9699	5.3473	2.9681	1.4123
A4	ROW COUNT	327							
A4	TOTALS	11.2105	18.4300	9.1836	4.0971	19.0966	9.9096	14.3956	13.4149
A4	AVERAGE	.0362	.0826	.0685	.0218	.0675	.0339	.1252	.0410
A4	ST DEV	.0777	.2203	.2004	.1163	.1384	.0929	.2665	.0525
A4	REL DIS	2.1477	2.6652	2.9247	5.3378	2.0516	2.7360	2.1292	1.2790
A	ROW COUNT	327							
A	TOTALS	247.5759	142.9468	108.7774	68.1125	68.5642	82.4475	48.1065	213.0462
A	AVERAGE	.7986	.6410	.8118	.3623	.2423	.2824	.4183	.6515
A	ST DEV	.2500	.3956	.3288	.4053	.2972	.2899	.4431	.1932
A	REL DIS	.3130	.6171	.4051	1.1187	1.2266	1.0266	1.0592	.2966
B1	ROW COUNT	327							
B1	TOTALS	8.0259	54.2626	11.1870	20.2055	21.6329	47.3570	10.3785	25.9980
B1	AVERAGE	.0259	.2433	.0835	.1075	.0764	.1622	.0902	.0795
B1	ST DEV	.0657	.3472	.2313	.2368	.1833	.2363	.2561	.1071
B1	REL DIS	2.5377	1.4271	2.7703	2.2029	2.3979	1.4569	2.8381	1.3477
B2	ROW COUNT	327							
B2	TOTALS	11.5033	13.1342	5.5239	5.1499	11.0137	146.7499	15.3177	32.8199
B2	AVERAGE	.0371	.0589	.0412	.0274	.0389	.5026	.1332	.1004
B2	ST DEV	.0880	.1723	.1408	.0996	.1075	.3365	.2969	.0893
B2	REL DIS	2.3713	2.9262	3.4145	3.6373	2.7625	.6696	2.2290	.8893

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TABLE T (Continued)

B	ROW COUNT	327							
B	TOTALS	19.5292	67.3968	16.7109	25.3554	32.6468	194.1069	25.6962	58.8179
B	AVERAGE	.0630	.3022	.1247	.1349	.1154	.6647	.2234	.1799
B	ST DEV	.1113	.3747	.2861	.2601	.2129	.3073	.3759	.1369
B	REL DIS	1.7674	1.2397	2.2944	1.9288	1.8459	.4622	1.6822	.7609
C1	ROW COUNT	327							
C1	TOTALS	28.1776	2.6017	2.4205	9.0358	11.1804	2.7652	7.7455	12.3385
C1	AVERAGE	.0909	.0117	.0181	.0481	.0395	.0095	.0674	.0377
C1	ST DEV	.1838	.0851	.1071	.1844	.1139	.0365	.2284	.0593
C1	REL DIS	2.0218	7.2915	5.9316	3.8369	2.8824	3.8539	3.3906	1.5704
C2	ROW COUNT	327							
C2	TOTALS	11.0974	3.3039	1.6068	13.5017	111.5191	5.4893	16.2217	27.7211
C2	AVERAGE	.0358	.0148	.0124	.0718	.3941	.0188	.1411	.0848
C2	ST DEV	.1142	.0778	.0587	.2088	.3204	.0790	.3038	.1282
C2	REL DIS	3.1888	5.2369	4.7173	2.9070	.8130	4.2025	2.1540	1.5123
C3	ROW COUNT	327							
C3	TOTALS	1.9104	2.4551	3.7500	4.1965	54.0959	1.5308	13.1710	7.7921
C3	AVERAGE	.0062	.0110	.0280	.0223	.1912	.0052	.1145	.0238
C3	ST DEV	.0236	.0737	.1331	.1030	.2559	.0298	.2916	.0353
C3	REL DIS	3.8365	6.6958	4.7549	4.6122	1.3387	5.6929	2.5460	1.4816
C	ROW COUNT	327							
C	TOTALS	41.1853	8.3607	7.8373	26.7339	176.7953	9.7852	37.1382	47.8518
C	AVERAGE	.1329	.0375	.0585	.1422	.6247	.0335	.3229	.1463
C	ST DEV	.2206	.1428	.1846	.2895	.3448	.0996	.4278	.1583
C	REL DIS	1.6604	3.8079	3.1564	2.0360	.5519	2.9736	1.3248	1.0816
D	ROW COUNT	327							
D	TOTALS	1.7096	4.2957	.6744	67.7984	4.9943	5.6605	4.0591	7.2842
D	AVERAGE	.0055	.0193	.0050	.3606	.0176	.0194	.0353	.0223
D	ST DEV	.0246	.1174	.0267	.4042	.0596	.0757	.1561	.0440
D	REL DIS	4.4573	6.0954	5.3089	1.1207	3.3783	3.9029	4.4228	1.9751
D	ROW COUNT	327							
D	TOTALS	1.7096	4.2957	.6744	67.7984	4.9943	5.6605	4.0591	7.2842
D	AVERAGE	.0055	.0193	.0050	.3606	.0176	.0194	.0353	.0223
D	ST DEV	.0246	.1174	.0267	.4042	.0596	.0757	.1561	.0440
D	REL DIS	4.4573	6.0954	5.3089	1.1207	3.3783	3.9029	4.4228	1.9751
TOT	ROW COUNT	327							
TOT	TOTALS	310.0000	223.0000	134.0000	188.0000	283.0000	292.0000	115.0000	327.0000
TOT	AVERAGE	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
TOT	ST DEV	.0000	.0000	.0000	.0000	.0000	.0000	.0000	.0000
TOT	REL DIS	.0000	.0000	.0000	.0000	.0000	.0000	.0000	.0000

TABLE U

MASTER PROFILE 4.3 (MP-4.3)

CASE STUDY INSTITUTION

Percentage Distribution of
Average Hours Per Person Per Week of Professors
Expended Toward Each Institutional Outcome, Across Activities

(Total N = 90)

RANK CODES INCLUDED IN THIS REPORT 1 1 1 1

OUTCOME		1	2	3	4	5	6	7	TOTAL
	COL COUNT	86	58	34	54	77	75	30	90
A1	ROW COUNT	90							
A1	TOTALS	52.9943	25.9932	22.3906	15.2637	4.2208	10.7488	5.5765	44.2576
A1	AVERAGE	.6162	.4482	.6585	.2827	.0548	.1433	.1859	.4918
A1	ST DEV	.2959	.4219	.4016	.3814	.1499	.1989	.3516	.2201
A1	PEL DIS	.4862	.9414	.6098	1.3494	2.7349	1.3882	1.8915	.4477
A2	ROW COUNT	90							
A2	TOTALS	3.3942	4.1092	1.9168	1.6215	2.5059	2.6898	1.7407	3.0483
A2	AVERAGE	.0395	.0706	.0564	.0300	.0325	.0359	.0580	.0339
A2	ST DEV	.0598	.2014	.1515	.1369	.1110	.0750	.1912	.0392
A2	PEL DIS	1.5143	2.8420	2.6878	4.5594	3.4122	2.0920	3.2947	1.1563
A3	ROW COUNT	90							
A3	TOTALS	7.0502	.3759	.0784	.1830	1.3268	.3208	.8823	3.0570
A3	AVERAGE	.0820	.0045	.0023	.0034	.0172	.0043	.0294	.0340
A3	ST DEV	.1241	.0356	.0079	.0130	.0557	.0267	.0954	.0350
A3	PEL DIS	1.5133	5.4898	3.4466	3.8497	3.2316	6.2418	3.2427	1.0297
A4	ROW COUNT	90							
A4	TOTALS	3.3505	6.6327	3.3072	1.2409	5.3259	3.2482	3.2284	3.7031
A4	AVERAGE	.0390	.1144	.0973	.0230	.0692	.0433	.1076	.0411
A4	ST DEV	.0757	.2628	.2529	.1351	.1407	.1129	.2599	.0428
A4	PEL DIS	1.9429	2.2980	2.6004	5.8808	2.0337	2.6080	2.4150	1.0404
A	POW COUNT	90							
A	TOTALS	66.7892	37.1110	27.6930	18.3091	13.3793	17.0075	11.4279	54.0659
A	AVERAGE	.7766	.6398	.8145	.3391	.1738	.2268	.3809	.6007
A	ST DEV	.2666	.4041	.3163	.4052	.2481	.2582	.4147	.2117
A	REL DIS	.3433	.6316	.3883	1.1951	1.4280	1.1385	1.0886	.3524
B1	ROW COUNT	90							
B1	TOTALS	2.0825	11.6348	2.4104	4.3732	4.0824	8.0946	2.2419	5.1824
B1	AVERAGE	.0242	.2006	.0709	.0810	.0530	.1079	.0747	.0576
B1	ST DEV	.0588	.3165	.2276	.2014	.1623	.1918	.2154	.0850
B1	PEL DIS	2.4267	1.5779	3.2104	2.4873	3.0620	1.7775	2.8829	1.4759
B2	POW COUNT	90							
B2	TOTALS	3.8108	6.0879	1.7098	1.8489	2.1968	45.8179	3.4381	9.5360
B2	AVERAGE	.0443	.1050	.0503	.0342	.0285	.6109	.1146	.1060
B2	ST DEV	.1192	.2520	.1661	.0984	.0703	.3249	.2601	.1075
D2	PEL DIS	2.6907	2.4009	3.3034	2.8742	2.4651	.5319	2.2692	1.0148

TABLE U (Continued)

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B   ROW COUNT       90
B   TOTALS      5.8933     17.7226      4.1202      6.2221      6.2791     53.9126      5.6800     14.7184
B   AVERAGE      .0685      .3056       .1212       .1152       .0815       .7188       .1893       .1635
B   ST DEV       .1322      .3829       .2785       .2410       .1795       .2849       .3266       .1362
B   REL DIS     1.4291     1.2529      2.2979      2.0917      2.2018       .3964      1.7249       .8325

C1  ROW COUNT       90
C1  TOTALS      8.1801     0.0000       .7176      2.1616      3.5430       .2153      2.0765      4.1599
C1  AVERAGE      .0951     0.0000       .0211       .0400       .0460       .0029       .0692       .0462
C1  ST DEV       .1767     0.0000       .1056       .1560       .1227       .0163       .2079       .0672
C1  REL DIS     1.8575     0.0000      5.0023      3.8963      2.6658      5.6636      3.0031      1.4531



C2  ROW COUNT       90
C2  TOTALS      3.9769     1.3383       .7140      5.7450     34.6217      1.0894      3.5462     11.7409
C2  AVERAGE      .0462      .0231       .0210       .1064       .4496       .0145       .1182       .1305
C2  ST DEV       .1396      .0950       .0828       .2485       .3120       .0670       .2654       .1610
C2  REL DIS     3.0191     4.1143      3.9448      2.3357       .6939      4.6118      2.2456      1.2344

C3  ROW COUNT       90
C3  TOTALS       .4577      .2328       .5862       .9752     17.4900       .3302      5.4403      3.2695
C3  AVERAGE      .0053      .0040       .0172       .0181       .2271       .0044       .1813       .0363
C3  ST DEV       .0199      .0153       .0693       .0947       .2702       .0168       .3692       .0413
C3  REL DIS     3.7349     3.8133      4.0173      5.2427      1.1894      3.8122      2.0360      1.1380

C   ROW COUNT       90
C   TOTALS     12.6147     1.5711      2.0177      8.8819     55.6547      1.6349     11.0630     19.1704
C   AVERAGE      .1467      .0271       .0593       .1645       .7228       .0218       .3688       .2130
C   ST DEV       .2195      .1020       .1535       .3001       .3108       .0714       .4230       .1917
C   REL DIS     1.4967     3.7667      2.5871      1.8246       .4300      3.2733      1.1471       .9001

D   ROW COUNT       90
D   TOTALS       .7028     1.5953       .1691     20.5871      1.6869      2.4451      1.8292      2.0453
D   AVERAGE      .0082      .0275       .0050       .3812       .0219       .0326       .0610       .0227
D   ST DEV       .0375      .1346       .0173       .3943       .0677       .1064       .2120       .0329
D   REL DIS     4.5849     4.8952      3.4738      1.0343      3.0910      3.2625      3.4775      1.4497

D   ROW COUNT       90
D   TOTALS       .7028     1.5953       .1691     20.5871      1.6869      2.4451      1.8292      2.0453
D   AVERAGE      .0082      .0275       .0050       .3812       .0219       .0326       .0610       .0227
D   ST DEV       .0375      .1346       .0173       .3943       .0677       .1064       .2120       .0329
D   REL DIS     4.5849     4.8952      3.4738      1.0343      3.0910      3.2625      3.4775      1.4497

TOT ROW COUNT       90
TOT TOTALS     86.0000    58.0000     34.0000     54.0000     77.0000     75.0000     30.0000     90.0000
TOT AVERAGE     1.0000     1.0000      1.0000      1.0000      1.0000      1.0000      1.0000      1.0000
TOT ST DEV       .0000      .0000       .0000       .0000       .0000       .0000       .0000       .0000
TOT REL DIS      .0000      .0000       .0000       .0000       .0000       .0000       .0000       .0000
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TABLE V

MASTER PROFILE 4.4 (MP-4.4)

CASE STUDY INSTITUTION

Percentage Distribution of Average Hours Per Person Per Week of Associate Professors Expended Toward Each Institutional Outcome, Across Activities

(Total N = 96)

RANK CODES INCLUDED IN THIS REPORT 2 2 2 2

OUTCOME		1	2	3	4	5	6	7	TOTAL
	COL COUNT	89	60	43	56	80	84	36	96
A1	ROW COUNT	96							
A1	TOTALS	56.8371	27.0362	31.1723	17.4129	10.7677	17.1407	7.0008	52.4953
A1	AVERAGE	.6386	.4506	.7249	.3109	.1346	.2041	.1945	.5468
A1	ST DEV	.2991	.3837	.3684	.3921	.2732	.2835	.3527	.1938
A1	REL DIS	.4683	.8515	.5082	1.2610	2.0299	1.3892	1.8135	.3544
A2	ROW COUNT	96							
A2	TOTALS	3.6167	3.5744	1.4745	1.0289	3.0875	5.1531	2.5712	4.4034
A2	AVERAGE	.0406	.0596	.0343	.0184	.0386	.0613	.0714	.0459
A2	ST DEV	.0952	.1630	.1236	.0608	.1077	.1437	.1367	.0753
A2	REL DIS	2.3425	2.7364	3.6052	3.3102	2.7914	2.3417	1.9141	1.6410
A3	ROW COUNT	96							
A3	TOTALS	6.3885	.6652	1.3316	1.0351	1.4267	.5322	1.1921	2.7519
A3	AVERAGE	.0718	.0111	.0310	.0185	.0178	.0063	.0331	.0287
A3	ST DEV	.1446	.0681	.1526	.1105	.0528	.0208	.1123	.0432
A3	REL DIS	2.0146	5.8737	4.9263	5.9806	2.9605	3.2822	3.3911	1.5083
A4	ROW COUNT	96							
A4	TOTALS	2.7037	6.1074	2.5884	.1327	3.6962	2.6342	5.9516	3.4842
A4	AVERAGE	.0304	.1018	.0602	.0024	.0462	.0314	.1653	.0363
A4	ST DEV	.0512	.2507	.1968	.0107	.1028	.1147	.2960	.0373
A4	REL DIS	1.6869	2.4625	3.2696	4.5141	2.2258	3.6577	1.7906	1.0277
A	ROW COUNT	96							
A	TOTALS	69.5460	37.3831	36.5668	19.6097	18.9781	25.4602	16.7157	63.1347
A	AVERAGE	.7814	.6231	.8504	.3502	.2372	.3031	.4643	.6577
A	ST DEV	.2467	.3755	.2828	.4016	.2999	.3084	.4351	.1958
A	REL DIS	.3157	.6026	.3326	1.1469	1.2640	1.0174	.9371	.2978
B1	ROW COUNT	96							
B1	TOTALS	2.3240	16.5270	3.1784	7.0260	3.9275	11.1745	.5243	6.3852
B1	AVERAGE	.0261	.2755	.0739	.1255	.0491	.1330	.0146	.0665
B1	ST DEV	.0711	.3489	.2117	.2524	.1047	.1886	.0446	.0892
B1	REL DIS	2.7247	1.2668	2.8644	2.0121	2.1319	1.4180	3.0601	1.3407
B2	ROW COUNT	96							
B2	TOTALS	3.1942	1.8040	.7808	2.2075	4.9822	41.8270	4.7444	9.5205
B2	AVERAGE	.0359	.0301	.0182	.0394	.0623	.4979	.1318	.0992
B2	ST DEV	.0842	.0705	.0688	.1392	.1507	.3349	.2797	.0775
B2	REL DIS	2.3458	2.3449	3.7902	3.5306	2.4201	.6726	2.1224	.7812

TABLE V (Continued)

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B   ROW COUNT        96
B   TOTALS       5.5182     18.3310      3.9592      9.2334      8.9097     53.0015      5.2687     15.9057
B   AVERAGE       .0620       .3055       .0921       .1649       .1114       .6310       .1464       .1657
B   ST DEV        .1060       .3504       .2489       .2843       .1792       .3180       .2857       .1135
B   REL DIS      1.7101      1.1468      2.7031      1.7241      1.6087       .5039      1.9524       .6850

C1  ROW COUNT        96
C1  TOTALS       9.5837      1.2848       .0679      5.7070      3.8665      1.1368      3.3543      4.0414
C1  AVERAGE       .1077       .0214       .0016       .1019       .0483       .0135       .0932       .0421
C1  ST DEV        .2060       .1318       .0072       .2769       .1412       .0413       .2759       .0622
C1  REL DIS      1.9134      6.1547      4.5396      2.7174      2.9221      3.0541      2.9612      1.4706
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C2  ROW COUNT        96
C2  TOTALS       3.1271      1.1274       .8936      3.7770     32.3451      2.4525      5.4810      8.1429
C2  AVERAGE       .0351       .0188       .0208       .0674       .4043       .0292       .1522       .0848
C2  ST DEV        .1060       .0610       .0704       .2005       .3205       .0884       .3112       .1221
C2  REL DIS      3.0175      3.2439      3.3900      2.9722       .7927      3.0283      2.0440      1.4390

C3  ROW COUNT        96
C3  TOTALS        .6339       .5591      1.0953       .9760     14.1681       .2079      3.5470      2.1844
C3  AVERAGE       .0071       .0093       .0255       .0174       .1771       .0025       .0985       .0228
C3  ST DEV        .0226       .0457       .1508       .0772       .2389       .0105       .2463       .0415
C3  REL DIS      3.1677      4.9096      5.9216      4.4279      1.3489      4.2620      2.4998      1.6233

C   ROW COUNT        96
C   TOTALS      13.3447      2.9714      2.0568     10.4601     50.3797      3.7973     12.3823     14.3687
C   AVERAGE       .1499       .0495       .0478       .1868       .6297       .0452       .3440       .1497
C   ST DEV        .2295       .1541       .1638       .3273       .3280       .1023       .4421       .1518
C   REL DIS      1.5304      3.1111      3.4249      1.7521       .5209      2.2635      1.2853      1.0142

D   ROW COUNT        96
D   TOTALS        .5911      1.3145       .4172     16.6968      1.7325      1.7410      1.6333      2.5909
D   AVERAGE       .0066       .0219       .0097       .2982       .0217       .0207       .0454       .0270
D   ST DEV        .0229       .1257       .0429       .3734       .0745       .0700       .1812       .0568
D   REL DIS      3.4493      5.7394      4.4186      1.2523      3.4402      3.3758      3.9941      2.1055

D   ROW COUNT        96
D   TOTALS        .5911      1.3145       .4172     16.6968      1.7325      1.7410      1.6333      2.5909
D   AVERAGE       .0066       .0219       .0097       .2982       .0217       .0207       .0454       .0270
D   ST DEV        .0229       .1257       .0429       .3734       .0745       .0700       .1812       .0568
D   REL DIS      3.4493      5.7394      4.4186      1.2523      3.4402      3.3758      3.9941      2.1055

TOT ROW COUNT        96
TOT TOTALS      89.0000     60.0000     43.0000     56.0000     80.0000     84.0000     36.0000     96.0000
TOT AVERAGE      1.0000      1.0000      1.0000      1.0000      1.0000      1.0000      1.0000      1.0000
TOT ST DEV        .0000       .0000       .0000       .0000       .0000       .0000       .0000       .0000
TOT REL DIS       .0000       .0000       .0000       .0000       .0000       .0000       .0000       .0000
```

MASTER PROFILE 4.5 (MP-4.5)
CASE STUDY INSTITUTION

Percentage Distribution of Average
Hours Per Person Per Week of Assistant Professors
Expended Toward Each Institutional Outcome, Across Activities

(Total N = 141)

RANK CODES INCLUDED IN THIS REPORT 3 3 3 3

OUTCOME		1	2	3	4	5	6	7	TOTAL
	COL COUNT	135	105	57	78	126	133	49	141
A1	ROW COUNT	141							
A1	TOTALS	94.3719	58.7201	31.1755	24.0999	17.1637	27.0307	6.1467	80.8175
A1	AVERAGE	.6991	.5503	.5469	.3090	.1362	.2032	.1254	.5732
A1	ST DEV	.2638	.4157	.4588	.3768	.2571	.2636	.2913	.1894
A1	REL DIS	.4060	.7432	.8388	1.2195	1.8873	1.2969	2.3223	.3305
A2	ROW COUNT	141							
A2	TOTALS	4.1639	2.8335	8.5738	3.0777	6.0260	8.3388	1.8213	5.0416
A2	AVERAGE	.0308	.0270	.1504	.0395	.0478	.0627	.0372	.0358
A2	ST DEV	.0521	.0898	.3275	.1658	.1167	.1233	.1530	.0441
A2	REL DIS	1.6882	3.3294	2.1774	4.2020	2.4404	1.9660	4.1176	1.2332
A3	ROW COUNT	141							
A3	TOTALS	7.5486	1.2002	1.4803	.2926	2.9425	.5830	6.7793	3.7587
A3	AVERAGE	.0559	.0114	.0260	.0038	.0234	.0044	.1384	.0267
A3	ST DEV	.1380	.0632	.1168	.0192	.0659	.0290	.3180	.0434
A3	REL DIS	2.4679	5.5316	4.4994	5.1072	2.8216	6.6175	2.2988	1.6288
A4	ROW COUNT	141							
A4	TOTALS	5.1564	5.6899	3.2880	2.7235	10.0745	4.0273	5.2156	6.2277
A4	AVERAGE	.0382	.0542	.0577	.0349	.0800	.0303	.1064	.0442
A4	ST DEV	.0919	.1656	.1625	.1395	.1543	.0579	.2434	.0651
A4	REL DIS	2.4051	3.0557	2.8170	3.9937	1.9292	1.9137	2.2872	1.4747
A	ROW COUNT	141							
A	TOTALS	111.2407	68.4526	44.5176	30.1937	36.2067	39.9798	19.9628	95.8455
A	AVERAGE	.8240	.6519	.7810	.3871	.2874	.3006	.4074	.6798
A	ST DEV	.2387	.4016	.3635	.4067	.3142	.2907	.4624	.1714
A	REL DIS	.2897	.6160	.4654	1.0505	1.0934	.9669	1.1350	.2522
B1	ROW COUNT	141							
B1	TOTALS	3.6194	26.1009	5.5982	8.8063	13.6231	28.0879	7.6123	14.4304
B1	AVERAGE	.0268	.2486	.0982	.1129	.1081	.2112	.1554	.1023
B1	ST DEV	.0661	.3599	.2463	.2460	.2249	.2734	.3399	.1251
B1	REL DIS	2.4664	1.4479	2.5075	2.1789	2.0803	1.2945	2.1876	1.2227
B2	ROW COUNT	141							
B2	TOTALS	4.4983	5.2424	3.0332	1.0935	3.8347	59.1050	7.1352	13.7634
B2	AVERAGE	.0333	.0499	.0532	.0140	.0304	.4444	.1456	.0976
B2	ST DEV	.0633	.1531	.1611	.0548	.0896	.3290	.3281	.0836
B2	REL DIS	1.8986	3.0683	3.0270	3.9076	2.9447	.7403	2.2529	.8560

TABLE W (Continued)

```
B   ROW COUNT        141
B   TOTALS        8.1177     31.3432      8.6314      9.8998     17.4578     87.1928     14.7475     28.1938
B   AVERAGE        .0601       .2985       .1514       .1269       .1386       .6556       .3010       .2000
B   ST DEV         .0495       .3834       .3130       .2527       .2460       .3085       .4418       .1488
B   REL DIS       1.6542      1.2844      2.0668      1.9908      1.7755       .4706      1.4680       .7440

C1  ROW COUNT        141
C1  TOTALS       10.4137      1.3169      1.6351      1.1671      3.7708      1.4131      2.3147      4.1372
C1  AVERAGE        .0771       .0125       .0287       .0150       .0299       .0106       .0472       .0293
C1  ST DEV         .1712       .0729       .1413       .0827       .0843       .0407       .1978       .0500
C1  REL DIS       2.2188      5.8122      4.9273      5.5283      2.8153      3.8347      4.1867      1.7029


C2  ROW COUNT        141
C2  TOTALS        3.9933       .8381       .0593      3.9797     44.5523      1.9474      7.1946      7.8373
C2  AVERAGE        .0296       .0080       .0010       .0510       .3536       .0146       .1468       .0556
C2  ST DEV         .0999       .0747       .0056       .1794       .3197       .0784       .3193       .0961
C2  REL DIS       3.3783      9.3629      5.3940      3.5159       .9042      5.3514      2.1744      1.7291

C3  ROW COUNT        141
C3  TOTALS         .8189      1.6633      2.0685      2.2452     22.4378       .9927      4.1837      2.3382
C3  AVERAGE        .0061       .0158       .0363       .0288       .1781       .0075       .0854       .0166
C3  ST DEV         .0264       .1008       .1465       .1224       .2552       .0416       .2603       .0216
C3  REL DIS       4.3472      6.3613      4.0366      4.2537      1.4333      5.5505      3.0487      1.3141

C   ROW COUNT        141
C   TOTALS       15.2259      3.8183      3.7628      7.3920     70.7609      4.3531     13.6930     14.3127
C   AVERAGE        .1128       .0364       .0660       .0948       .5616       .0327       .2794       .1015
C   ST DEV         .2136       .1544       .2137       .2424       .3603       .1102       .4159       .1187
C   REL DIS       1.8935      4.2450      3.2373      2.5561       .6416      3.3681      1.4882      1.1696

D   ROW COUNT        141
D   TOTALS         .4157      1.3859       .0882     30.5145      1.5749      1.4743       .5967      2.6480
D   AVERAGE        .0031       .0132       .0015       .3912       .0125       .0111       .0122       .0188
D   ST DEV         .0117       .1008       .0093       .4265       .0401       .0541       .0673       .0396
D   REL DIS       3.7876      7.6344      5.9795      1.0903      3.2089      4.8810      5.5292      2.1103

D   ROW COUNT        141
D   TOTALS         .4157      1.3859       .0882     30.5145      1.5749      1.4743       .5967      2.6480
D   AVERAGE        .0031       .0132       .0015       .3912       .0125       .0111       .0122       .0188
D   ST DEV         .0117       .1008       .0093       .4265       .0401       .0541       .0673       .0396
D   REL DIS       3.7876      7.6344      5.9795      1.0903      3.2089      4.8810      5.5292      2.1103

TOT ROW COUNT        141
TOT TOTALS      135.0000    105.0000     57.0000     78.0000    126.0000    133.0000     49.0000    141.0000
TOT AVERAGE       1.0000      1.0000      1.0000      1.0000      1.0000      1.0000      1.0000      1.0000
TOT ST DEV         .0000       .0000       .0000       .0000       .0000       .0000       .0000       .0000
TOT REL DIS        .0000       .0000       .0000       .0000       .0000       .0000       .0000       .0000
```

TABLE X

MASTER PROFILE 4.6 (MP-4.6)

CASE STUDY INSTITUTION

Percentage Distribution of Average Hours Per Person Per Week of Other Academic Staff Expended Toward Each Institutional Outcome, Across Activities

(Total N = 47)

RANK CODES INCLUDED IN THIS REPORT 4 4 4 4

OUTCOME		1	2	3	4	5	6	7	TOTAL
	COL COUNT	43	30	19	29	41	45	14	47
A1	ROW COUNT	47							
A1	TOTALS	28.6220	15.5772	14.4053	9.7414	4.5261	8.6119	.4211	25.9979
A1	AVERAGE	.6656	.5192	.7582	.3359	.1104	.1914	.0301	.5531
A1	ST DEV	.3281	.4164	.3328	.4207	.2316	.2434	.1084	.2235
A1	REL DIS	.4929	.8019	.4390	1.2524	2.0980	1.2721	3.6056	.4040
A2	ROW COUNT	47							
A2	TOTALS	2.0941	2.6046	.8872	2.6749	1.4967	2.9952	0.0000	2.2370
A2	AVERAGE	.0487	.0868	.0467	.0922	.0365	.0666	0.0000	.0476
A2	ST DEV	.1531	.2180	.1537	.2629	.0943	.1596	0.0000	.0933
A2	REL DIS	3.1442	2.5107	3.2908	2.8504	2.5824	2.3981	0.0000	1.9607
A3	ROW COUNT	47							
A3	TOTALS	.8410	0.0000	.0583	.0152	.5388	.1035	1.0000	.6772
A3	AVERAGE	.0196	0.0000	.0031	.0005	.0131	.0023	.0714	.0144
A3	ST DEV	.0318	0.0000	.0090	.0028	.0494	.0101	.2575	.0254
A3	REL DIS	1.6243	0.0000	2.9307	5.2915	3.7561	4.3993	3.6056	1.7627
A4	ROW COUNT	47							
A4	TOTALS	1.2349	3.1818	1.4640	.2929	2.7537	.9412	3.2000	1.4999
A4	AVERAGE	.0287	.1061	.0771	.0101	.0672	.0209	.2286	.0319
A4	ST DEV	.0480	.2449	.2296	.0507	.1537	.0432	.4061	.0404
A4	REL DIS	1.6718	2.3000	2.9793	5.0155	2.2884	2.0665	1.7766	1.2649
A	ROW COUNT	47							
A	TOTALS	32.7920	21.3636	16.8149	12.7244	9.3154	12.6518	4.6211	30.4121
A	AVERAGE	.7626	.7121	.8850	.4388	.2272	.2812	.3301	.6471
A	ST DEV	.3165	.3850	.2448	.4520	.2882	.3014	.4385	.2305
A	REL DIS	.4151	.5406	.2766	1.0301	1.2685	1.0722	1.3285	.3563
B1	ROW COUNT	47							
B1	TOTALS	1.0056	3.4849	1.1720	4.9073	3.0153	5.3116	1.1111	3.0689
B1	AVERAGE	.0234	.1142	.0617	.1692	.0735	.1180	.0794	.0653
B1	ST DEV	.1150	.2887	.1292	.3621	.1688	.2283	.2569	.1128
B1	REL DIS	4.9169	2.4841	2.0943	2.1398	2.2953	1.9341	3.2373	1.7269
B2	ROW COUNT	47							
B2	TOTALS	1.2843	.8932	1.0000	.2988	2.4543	24.6900	2.3333	4.9419
B2	AVERAGE	.0299	.0298	.0526	.0103	.0599	.5487	.1667	.1051
B2	ST DEV	.0517	.1023	.2233	.0399	.1213	.3399	.3507	.0898
B2	REL DIS	1.7294	3.4354	4.2426	3.8677	2.0265	.6195	2.1044	.8540

TABLE X (Continued)

```
B    ROW COUNT        47
B    TOTALS       2.2900     4.3801     2.1720     5.2061     5.4696    30.0016     3.4444     8.0108
B    AVERAGE       .0533      .1460      .1143      .1795      .1334      .6667      .2460      .1704
B    ST DEV        .1428      .2963      .2451      .3619      .2195      .3085      .4032      .1316
B    REL DIS      2.6818     2.0297     2.1438     2.0160     1.6451      .4627     1.6388      .7722

C1   ROW COUNT        47
C1   TOTALS       6.8451     2.4008     0.0000     1.3203     1.3260      .9006     2.4000     4.2748
C1   AVERAGE       .1592      .0800     0.0000      .0455      .0323      .0200      .1714      .0910
C1   ST DEV        .2920      .2504     0.0000      .1849      .1448      .0604      .3534      .1938
C1   REL DIS      1.8346     3.1294     0.0000     4.0620     4.4771     3.0182     2.0616     2.1311

C2   ROW COUNT        47
C2   TOTALS        .7644     1.4494      .0132     3.4774    19.2566      .5777     2.2542     3.2560
C2   AVERAGE       .0178      .0483      .0007      .1199      .4697      .0128      .1610      .0693
C2   ST DEV        .0791      .1942      .0029      .2888      .3515      .0673      .2862      .1409
C2   REL DIS      4.4501     4.0205     4.2426     2.4085      .7483     5.2455     1.7773     2.0334

C3   ROW COUNT        47
C3   TOTALS        .1093      .3617     0.0000      .6238     5.3915      .0536      .2303      .5603
C3   AVERAGE       .0025      .0121     0.0000      .0215      .1315      .0012      .0164      .0119
C3   ST DEV        .0075      .0555     0.0000      .1122      .1990      .0040      .0405      .0200
C3   REL DIS      2.9622     4.6019     0.0000     5.2179     1.5133     3.3379     2.4600     1.6802

C    ROW COUNT        47
C    TOTALS       7.7189     4.2119      .0132     5.4216    25.9740     1.5319     4.8845     8.0911
C    AVERAGE       .1795      .1404      .0007      .1870      .6335      .0340      .3489      .1722
C    ST DEV        .3001      .3126      .0029      .3694      .3578      .0981      .4165      .2329
C    REL DIS      1.6719     2.2265     4.2426     1.9758      .5647     2.8821     1.1936     1.3530

D    ROW COUNT        47
D    TOTALS        .1992      .0444     0.0000     5.6479      .2416      .8148     1.0500      .4861
D    AVERAGE       .0046      .0015     0.0000      .1948      .0059      .0181      .0750      .0103
D    ST DEV        .0300      .0080     0.0000      .3590      .0213      .1105      .2569      .0230
D    REL DIS      6.4807     5.3852     0.0000     1.8433     3.6132     6.1035     3.4249     2.2200

D    ROW COUNT        47
D    TOTALS        .1992      .0444     0.0000     5.6479      .2416      .8148     1.0500      .4861
D    AVERAGE       .0046      .0015     0.0000      .1948      .0059      .0181      .0750      .0103
D    ST DEV        .0300      .0080     0.0000      .3590      .0213      .1105      .2569      .0230
D    REL DIS      6.4807     5.3852     0.0000     1.8433     3.6132     6.1035     3.4249     2.2200

TOT  ROW COUNT        47
TOT  TOTALS      43.0000    30.0000    19.0000    29.0000    41.0000    45.0000    14.0000    47.0000
TOT  AVERAGE      1.0000     1.0000     1.0000     1.0000     1.0000     1.0000     1.0000     1.0000
TOT  ST DEV        .0000      .0000      .0000      .0000      .0000      .0000      .0000      .0000
TOT  REL DIS       .0000      .0000      .0000      .0000      .0000      .0000      .0000      .0000
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